



REVISED AGENDA

REGULAR MEETING OF COUNCIL

October 15, 2018, 9:30 AM
IN THE COUNCIL CHAMBER

1. CALL TO ORDER
2. OPENING REMARKS
3. QUESTION PERIOD
4. CONFIRMATION OF AGENDA
5. CONFIRMATION OF MINUTES
 - 5.1 Minutes of the Combined Meeting of Council, 2018 September 24
 - 5.2 Minutes of the Special Meeting of Council, 2018 September 25
6. PRESENTATION(S) AND RECOGNITION(S)
 - 6.1 ESRI Award of Excellence
 - 6.2 Canadian Network of Asset Management - Tereo Award
 - 6.3 2018 Alberta's Minister's Award for Municipal Excellence - Municipally-Owned Internet of Things Wireless Network Project
7. CONSENT AGENDA
 - 7.1 Open Data Initiative Audit, AC2018-1008
 - 7.2 Revised Prevention Investment Framework with Mental Health & Addictions, CPS2018-1096
 - 7.3 Safer Mobility Plan Annual Report 2018 - Deferral, TT2018-1110
 - 7.4 Hyperloop Development and Testing in Calgary, TT2018-1054
 - 7.5 Green Line Update, TT2018-1089
 - 7.6 Assessment and Tax Circumstances Report, PFC2018-1118

8. POSTPONED REPORTS
(including related/supplemental reports)

None

9. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

9.1 OFFICER OF COUNCIL REPORTS

None

9.2 ADMINISTRATION REPORTS

9.2.1 Multilingual Communications and Engagement Policy Report to Council, C2018-1082

9.3 COMMITTEE REPORTS

9.3.1 *City Auditor's Office 2019-2020 Audit Plan, AC2018-0998*
Time specific request to be heard as the first item of new business following the Consent Agenda.

9.3.2 Emotional Support Animals Within the Responsible Pet Ownership Bylaw, CPS2018-1121
Bylaw 45M2018

9.3.3 Wheelchair Accessible Taxi Service (Formerly Accessible Taxi Initiatives), CPS2018-1033
Bylaw 46M2018

9.3.4 Chinatown Cultural Plan and Local Area Plan – Update on Funding and External Partnerships, PFC2018-1107

9.3.5 Council Innovation Fund Application, Council Sponsor: Councillor Druh Farrell and Councillor Sean Chu, Internal Sponsor(s): Community Planning & Calgary Recreation, Name of Project: Chinatown Cultural Plan and Area Redevelopment Plan, PFC2018-1133

10. ITEMS DIRECTLY TO COUNCIL

10.1 NOTICE(S) OF MOTION

10.1.1 Pathway Closure and Detour Improvements, C2018-1117
Councillor Druh Farrell

10.1.2 Reforming Council's Closed-Door Meetings, C2018-1218
Councillor Jeromy Farkas

10.1.3 Business Advisory Committee, C2018-1219
Councillor Ward Sutherland

- 10.1.4 Genesis Centre Outdoor Artificial Turf Community Field, C2018-1212
Councillor George Chahal

10.2 BYLAW TABULATIONS

- 10.2.1 Tabulation of Bylaws 38P2018 and 191D2018
Bylaw 38P2018, Second and Third readings.
Bylaw 191D2018, Second and Third readings.

10.3 MISCELLANEOUS BUSINESS

None

11. URGENT BUSINESS

- 11.1 *Regional Water Allocation, UCS2018-1050*

- 11.2 *Integrated Watershed Management Strategic Meeting – Deferral Request, UCS2018-1171*

12. CONFIDENTIAL ITEMS

12.1 CONSENT AGENDA

None

12.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 12.2.1 Gas, Power and Telecommunications Mandate, GPT2018-0770
Held Confidential pursuant to Section 23 of the *Freedom of Information and Protection of Privacy Act*.

- 12.2.2 Regional Servicing Update, C2018-1132
Held Confidential pursuant to Sections 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act*.

- 12.2.3 Proposed Land Exchange- Greenbriar Development Corporation (Closed Meeting), C2018-1172
Councillor Ward Sutherland

Held confidential pursuant to Section 16 of the *Freedom of Information and Protection of Privacy Act*.

- 12.2.4 *Alberta Utilities Commission Proceedings, C2018-1224*
Councillor Diane Colley-Urquhart

Held confidential pursuant to Sections 16, 23 and 25 of the *Freedom of Information and Protection of Privacy Act*.

Time specific request to be heard as the first item of new business following the scheduled 3:15 p.m. recess on 2018 October 15.

- 12.2.5 Confidential Project Update (Verbal), C2018-1161
Held confidential pursuant to Sections 24 and 27 of the *Freedom of Information and Protection of Privacy Act*.

12.3 URGENT BUSINESS

13. ADMINISTRATIVE INQUIRIES

- 13.1 Administration's Response to Councillor Keating's Administrative Inquiry Submitted at the 2018 September 10 Combined Meeting of Council, AI2018-04
This response is intended for information only.
- 13.2 Administration's Response to Councillor Demong's Administrative Inquiry Submitted at the 2018 September 10 Combined Meeting of Council
This response is intended for information only.

14. ADJOURNMENT



MINUTES
COMBINED MEETING OF COUNCIL

September 24, 2018, 9:30 AM
IN THE COUNCIL CHAMBER

PRESENT:

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

ALSO PRESENT:

City Manager J. Fielding
Deputy City Manager B. Stevens
City Solicitor and General Counsel G. Cole
Assistant City Solicitor D. Jakal
Acting Chief Financial Officer C. Male
General Manager S. Dalglish
Acting General Manager K. Black
General Manager D. Duckworth
General Manager R. Stanley
General Manager M. Thompson
City Clerk L. Kennedy
Acting City Clerk J. Dubetz
Legislative Recorder T. Rowe
Legislative Recorder J. Lord Charest
Legislative Assistant L. McDougall

1. CALL TO ORDER

Mayor Nenshi called today's Meeting to order at 9:32 a.m.

2. OPENING REMARKS

Mayor Nenshi provided opening remarks and called for a moment of silence for those affected by the tornado in the Ottawa-Gatineau region.

Mayor Nenshi, on behalf of Council, offered condolences to the family of Clay Riddell, and acknowledged his contributions to the city of Calgary.

Mayor Nenshi recognized the crowning of the First Nations Princess, Astokomii Smith.

Item 6.1, Gender Equality Week: Recognition of Annie Gale, was brought forward, by general consent, to be dealt with at this time.

3. QUESTION PERIOD

1. Councillor Farkas

Topic: Staff time required for work on the Olympic Bid.

2. Councillor Chu

Topic: Length in time to process appeals at the Calgary Subdivision and Development Appeal Board.

3. Councillor Demong

Topic: Inclusion of city entrance signs as a part of the Public Art program.

4. CONFIRMATION OF AGENDA

Moved by Councillor Demong

Seconded by Councillor Chahal

That the Agenda for today's Meeting be amended by adding the following Items of Confidential Urgent Business, pursuant to Sections 17 and 19 of *FOIP*:

14.3.1 Personnel Matter #1 (Verbal), VR2018-0077

14.3.2 Personnel Matter #2 (Verbal), VR2018-0078

14.3.3 Personnel Matter #3 (Verbal), VR2018-0079

MOTION CARRIED

Moved by Councillor Colley-Urquhart

Seconded by Councillor Keating

That the Agenda for today's Meeting, as amended, be further amended, by postponing Item 10.1 Establishment of a Downtown Convention District, C2018-0671, to be dealt with in the Closed Meeting portion of today's Agenda, pursuant to Sections 24 and 25 of *FOIP*.

MOTION CARRIED

Moved by Councillor Keating

Seconded by Councillor Magliocca

That pursuant to Section 6(1) of the Procedure Bylaw, that Section 78(1)(a) be suspended in order that Council recess for 90 minutes at 11:45 a.m.

MOTION CARRIED

Councillor Carra introduced a group of Grade 6 students from the Alice Jamieson Girls' Academy in Ward 9, along with their teacher.

Moved by Councillor Farkas
Seconded by Councillor Chu

That the Agenda for today's Meeting, as amended, be further amended, by adding an Item of Confidential Urgent Business entitled "Reconsideration of Council Decision with respect to Report C2018-1005".

RECORDED VOTE

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

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

MOTION DEFEATED

Moved by Councillor Keating
Seconded by Councillor Colley-Urquhart

That the Agenda for today's Meeting, as amended, be further amended, by adding an Item of Confidential Urgent Business, entitled "Council's Legislative Obligations under the *Freedom of Information and Protection of Privacy Act* (Verbal), VR2018-0080".

MOTION CARRIED

Moved by Councillor Demong
Seconded by Councillor Chahal

That the Agenda for today's Meeting, as amended, be further amended, by postponing the following Items to be heard after the Public Hearing portion of today's Agenda:

5.1 Minutes of the Combined Meeting of Council, 2018 September 10 and 11; and

7.1 Rocky View County Master Servicing Agreement, IGA2018-1037

MOTION CARRIED

Moved by Councillor Keating
Seconded by Councillor Demong

That the Agenda for today's Meeting, as amended, be further amended, by bringing forward Item 15.1 Administrations Response to Councillor Keating's Administrative Inquiry Submitted at the 2018 July 23 Combined Meeting of Council, AI2018-03, to be dealt with in the Closed Meeting Portion of today's Agenda, Pursuant to Sections 17 and 19 of *FOIP*.

MOTION CARRIED

Pursuant to Section 6(1) of the Procedure Bylaw 35M2017, Section 75(2) was suspended, by general consent, to allow Council to debate Item AI2018-03.

Moved by Councillor Jones
Seconded by Councillor Demong

That the Agenda for the 2018 September 24 Combined Meeting of Council be confirmed, **as amended**.

MOTION CARRIED

5. CONFIRMATION OF MINUTES

5.1 Minutes of the Combined Meeting of Council, 2018 September 10 and 11

Moved by Councillor Demong
Seconded by Councillor Farkas

That the Minutes of the Combined Meeting of Council held on 2018 September 10 and 11, be confirmed.

MOTION CARRIED

6. PRESENTATION(S) AND RECOGNITION(S)

6.1 Gender Equality Week: Recognition of Annie Gale

Mayor Nenshi, on behalf of Council, proclaimed 2018 September 23 to 29 as Gender Equality Week, and presented the Proclamation to Sheila Yeomans, the Granddaughter of Annie Gale.

Mayor Nenshi, and Councillors Colley-Urquhart, Farrell and Gondek acknowledged Gender Equality Week and the 100-year anniversary of the swearing in of Annie Gale as Canada's first female elected to municipal government.

7. CONSENT AGENDA

7.1 Rocky View County Master Servicing Agreement, IGA2018-1037

Moved by Councillor Carra
Seconded by Councillor Chahal

That the Recommendations of the Intergovernmental Affairs Committee be adopted as follows:

That Council:

1. Approve the Service Area shown in Attachment 1 for wastewater servicing to Rocky View County.

MOTION CARRIED

8. PLANNING MATTERS FOR PUBLIC HEARING

8.1 CALGARY PLANNING COMMISSION REPORTS

(None)

8.2 OTHER REPORTS AND POSTPONEMENTS FOR PUBLIC HEARING

8.2.1 Enabling Successful Infill Development, Bylaw 61P2018, CPC2018-0888

Distributions made with respect to Report CPC2018-0888:

- a PowerPoint presentation entitled "2018 CPC2018-0888 - Enabling Successful Infill Development"; and
- a letter from Ben Morin and Jennifer Miller, dated 2018 September 21

The public hearing was called and the following persons addressed Council with respect to Bylaw 61P2018:

1. Jennifer Miller
2. Bev Jarvis
3. Ali McMillan
4. Larry Heather

Moved by Councillor Farrell

Seconded by Councillor Carra

That with respect to Report CPC2018-0888, the following be adopted, **after amendment:**

That Council:

1. Adopt, by Bylaw, the proposed amendments to Land Use Bylaw 1P2007;
2. Give three readings to the proposed Bylaw 61P2018; and
3. **Direct Administration to return through the Standing Policy Committee on Planning and Urban Development with an interim report no later than Q2 2019 with an implementation plan outlining options for changes to the Land Use Bylaw 1P2007 to align with Municipal Development Plan policy and to address infill issues identified for Phase 2.**

MOTION CARRIED

That Bylaw 61P2018 be introduced and read a first time.

MOTION CARRIED

That Bylaw 61P2018 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 61P2018 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 61P2018 be read a third time.

MOTION CARRIED

Council recessed at 11:45 a.m. and reconvened at 1:16 p.m. with Mayor Nenshi in the Chair.

8.2.2 Enabling Successful Rowhouse Development in the R-CG District, Bylaw 62P2018, CPC2018-0883

A PowerPoint presentation entitled "CPC2018-0883: Enabling Successful Rowhouse" was distributed with respect to Report CPC2018-0888.

The public hearing was called and the following persons addressed Council with respect to Bylaw 62P2018:

1. Ali McMillan
2. Larry Heather

Moved by Councillor Woolley

Seconded by Councillor Farrell

That with respect to Report CPC2018-0883, Calgary Planning Commission Recommendations 1 to 3, be adopted, as follows:

That Council:

1. Adopt, by Bylaw, the proposed amendments to Land Use Bylaw (1P2007);
2. Give three readings to the proposed Bylaw 62P2018; and
3. Adopt, by resolution, the proposed amendments to the *Policy to Guide Discretion for Secondary Suites and Backyard Suites*;

ROLL CALL VOTE

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

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

MOTION CARRIED

Moved by Councillor Woolley

Seconded by Councillor Farrell

That with respect to Report CPC2018-0883, Calgary Planning Commission Recommendation 4, be adopted, as follows:

4. Remove any reference to R-CG from the Multi-Residential Guidelines and direct that Administration no longer apply the Multi-Residential Guidelines to the R-CG District.

ROLL CALL VOTE

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

Against: (5): Councillor Chu, Councillor Demong, Councillor Farkas, Councillor Keating, and Councillor Magliocca

MOTION CARRIED

That Bylaw 62P2018 be introduced and read a first time.

ROLL CALL VOTE

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

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

MOTION CARRIED

Moved by Councillor Keating
Seconded by Councillor Magliocca

That Bylaw 62P2018 be amended as follows.

1. On page 2 of 7, by deleting Sub-Sections 1(l) to (n) in their entirety and by adding the following new subsections after section 1(k):

(l) Delete the title in Part 5 Division 11 “Residential – Grade-Oriented Infill (R-CG District)” and replace it with “Residential – Grade-Oriented Infill (R-CG)(R-CGex) District”.

(m) Renumber section 525 as subsection 525(1).

(n) Amend subsection 525(1) to delete “Residential – Grade-Oriented Infill District” and replace it with “Residential – Grade-Oriented Infill (R-CG) District”.

(o) Add a new subsection 525(2) as follows:

“The Residential – Grade-Oriented Infill (R-CGex) District has the same purpose as the Residential – Grade-Oriented Infill (R-CG) District except that it does not accommodate **Secondary Suites** or **Backyard Suites**.”

(p) Add a new section 527.1 as follows:

“Permitted and Discretionary Uses for Parcels Designated R-CGex

527.1 (1) **Parcels** designated R-CGex have the same **permitted uses** referenced in section 526 with the exclusion of:

(a) **Secondary Suite.**

(2) **Parcels** designated R-CGex have the same **discretionary uses** referenced in section 527 with the exclusion of:

(a) **Backyard Suite."**; and

2. Renumbering the remainder of section 1 accordingly.

ROLL CALL VOTE

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

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

MOTION CARRIED

That Bylaw 62P2018 be read a second time, **as amended.**

ROLL CALL VOTE

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

Against: (3): Councillor Chahal, Councillor Gondek, and Councillor Woolley

MOTION CARRIED

That authorization now be given to read Bylaw 62P2018 a third time, **as amended.**

MOTION CARRIED UNANIMOUSLY

That Bylaw 62P2018 be read a third time, **as amended.**

SAME DIVISION

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

Against: (3): Councillor Chahal, Councillor Gondek, and Councillor Woolley

MOTION CARRIED

Moved by Councillor Davison
Seconded by Councillor Farkas

That with respect to Report CPC2018-0883, the following Motion Arising be adopted:

That Council direct Administration to explore requirements related to communications and/or engagement for redesignations from R-C1 to R-CG and to report back to Council, through the SPC on Planning and Urban Development, by Q3, 2019.

MOTION CARRIED

9. PLANNING MATTERS NOT REQUIRING PUBLIC HEARING

9.1 CALGARY PLANNING COMMISSION REPORTS

(None)

9.2 OTHER REPORTS AND POSTPONEMENTS NOT REQUIRING PUBLIC HEARING

(None)

9.3 BYLAW TABULATIONS

(None)

10. POSTPONED REPORTS

10.1 Establishment of a Downtown Convention District, C2018-0671

Administration in attendance during the Closed Meeting discussions with respect to Report C2018-0671:

Clerk: L. Kennedy, J. Lord Charest. Legal: G. Cole. Advice: J. Fielding, B. Stevens. Observer: C. Male, M. Thompson, D. Duckworth, K. Black, D. Shearer.

Moved by Councillor Sutherland

Seconded by Councillor Chu

That with respect to Report C2018-0671, the following be adopted:

That Council:

1. Postpone Report C2018-0671 to no later than a 2019 January Meeting of Council; and
2. Direct that the closed meeting discussions with respect to Report C2018-0671 remain confidential pursuant to Section 24 and 25 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

10.2 Street Safety and Neighbourhood Speed Limits, C2018-0960

Distributions made with respect to Report CPC2018-0960:

- a revised version of Notice of Motion C2018-0960
- a document entitled "Vision Zero: Edmonton"
- a letter from Bike Calgary, dated 2018 September 09
- a letter from the Renfrew Community Association, dated 2018 September 17

- a confidential briefing note from the Calgary Police Service

Moved by Councillor Colley-Urquhart

Seconded by Councillor Sutherland

That the proposed Notice of Motion C2018-0960 be amended in the first "BE IT RESOLVED" paragraph, by deleting the word "endorse" following the words "NOW THEREFORE BE IT RESOLVED that City Council" and by substituting with the words "support in principle the concept of"

ROLL CALL VOTE

For: (7): Councillor Colley-Urquhart, Councillor Demong, Councillor Farkas, Councillor Gondek, Councillor Jones, Councillor Keating, and Councillor Sutherland

Against: (7): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Davison, Councillor Farrell, and Councillor Magliocca

MOTION DEFEATED

Moved by Councillor Gondek

Seconded by Councillor Chahal

That revised Notice of Motion C2018-0960, be amended, as follows:

In the first "BE IT RESOLVED" paragraph, by deleting the word "and" following the words "an implementation plan," and substituting the words "as well as", and by adding the words "and definitions", following the words "affected roadways map";

In the second "BE IT RESOLVED" paragraph, by adding the words "as well as an engagement plan", following the words "as part of an interim report"; and

In the third "BE IT RESOLVED" paragraph, by adding the words "(in consultation with active traffic safety partners like the Calgary Police Service and Calgary Police Commission)" following the words "that City Council directs Administration".

ROLL CALL VOTE

For: (9): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Davison, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Jones, and Councillor Keating

Against: (5): Councillor Chu, Councillor Colley-Urquhart, Councillor Demong, Councillor Magliocca, and Councillor Sutherland

MOTION CARRIED

Moved by Councillor Gondek

Seconded by Councillor Chahal

That revised Notice of Motion C2018-0960, as amended, be further amended by adding a new "BE IT RESOLVED" paragraph between the third and fourth "BE IT RESOLVED" paragraph, as follows:

"AND FURTHER BE IT RESOLVED that all communities currently being planned have local road network designs that do not prioritize speed and flow of traffic over safety of non-motor vehicle users. Communities under design shall recognize the need for safe pedestrian infrastructure."

Against: Councillor Farkas and Councillor Keating

MOTION CARRIED

Moved by Councillor Gondek
Seconded by Councillor Chahal

That revised Notice of Motion C2018-0960, as amended, be further amended in the final 'BE IT RESOLVED' paragraph, by deleting all the words following "the Calgary Police Service" and substituting with the words "and Calgary Police Commission, to develop an enforcement and awareness campaign to inform and educate Calgarians on the new limit."

Against: Councillor Keating

MOTION CARRIED

Moved by Councillor Farrell
Seconded by Councillor Davison

That with respect to revised Notice of Motion C2018-0960, the following be adopted, **as amended**:

NOW THEREFORE BE IT RESOLVED that City Council directs City Administration to **endorse** a reduced unposted speed limit for neighbourhood streets, reporting with an implementation plan, **as well as** affected roadways map **and definitions**, through the Standing Policy Committee on Transportation and Transit no later than Q4 2019;

ROLL CALL VOTE

For: (8): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Davison, Councillor Farrell, Councillor Gondek, Councillor Jones, and Councillor Keating

Against: (6): Councillor Chu, Councillor Colley-Urquhart, Councillor Demong, Councillor Farkas, Councillor Magliocca, and Councillor Sutherland

MOTION CARRIED

Moved by Councillor Farrell
Seconded by Councillor Davison

That with respect to revised Notice of Motion C2018-0960, the following be adopted, **as amended**:

AND FURTHER BE IT RESOLVED that City Council directs City Administration to provide a recommendation on whether the reduced speed limit should be 30 km/h and/or 40 km/h, as well as to what extent Collector classification streets should receive reduced limits, as part of an interim report **as well as an**

engagement plan through the Standing Policy Committee on Transportation and Transit no later than Q2 2019;

ROLL CALL VOTE

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

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

MOTION CARRIED

Moved by Councillor Farrell

Seconded by Councillor Davison

That with respect to revised Notice of Motion C2018-0960, the following be adopted, **as amended**:

AND FURTHER BE IT RESOLVED that City Council directs City Administration **(in consultation with active traffic safety partners like the Calgary Police Service and Calgary Police Commission)**, as part of the implementation plan, to enhance the new limit through short-term quick build traffic calming measures at high priority locations, provide a timeline for medium-term updates to street design policies and guidelines, and identify long-term consistent funding for street safety improvements, thus helping to reduce situations that encourage speeding and unsafe behaviour in the first place;

ROLL CALL VOTE

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

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

MOTION CARRIED

Moved by Councillor Farrell

Seconded by Councillor Davison

That with respect to revised Notice of Motion C2018-0960, the following be adopted, **as amended**:

AND FURTHER BE IT RESOLVED that all communities currently being planned have local road network designs that do not prioritize speed and flow of traffic over safety of non-motor vehicle users. Communities under design shall recognize the need for safe pedestrian infrastructure.

ROLL CALL VOTE

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

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

MOTION CARRIED

Moved by Councillor Farrell
Seconded by Councillor Davison

That with respect to revised Notice of Motion C2018-0960, the following be adopted, **as amended**:

AND FURTHER BE IT RESOLVED that City Council directs City Administration, as part of the implementation plan and in collaboration with the **Calgary Police Service and Calgary Police Commission, to develop an enforcement and awareness campaign to inform and educate Calgarians on the new limit.**

MOTION CARRIED

11. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

11.1 OFFICER OF COUNCIL REPORTS

(None)

11.2 ADMINISTRATION REPORTS

(None)

11.3 COMMITTEE REPORTS

11.3.1 Established Area Growth and Change Strategy – Scoping Report, PFC2018-0891

Distributions made with respect to Report C2018-0891:

- a PowerPoint presentation entitled "Established Area Growth and Change Strategy - Scoping Report"
 - Speaking notes of Guy Huntingford, dated 2018 September 24
- Council, by general consent, invited a representative of BILD Calgary Region to address council with respect to Report C2018-0891.

Guy Huntingford addressed Council with respect to Report PFC2018-0891

Moved by Councillor Farkas
Seconded by Councillor Sutherland

That pursuant to Section 6(1) of the Procedure Bylaw 35M2017, Section 78(1)(c) be suspended, in order that Council may complete Item 11.3.1 Report PFC2018-0891, prior to the scheduled 6:00 p.m. recess.

MOTION CARRIED

Moved by Councillor Farrell
Seconded by Councillor Carra

That with respect to Report PFC2018-0891, the following be adopted:

That Council direct Administration to undertake the Established Area Growth and Change Work in Accordance with the scope identified in Attachment 1.

MOTION CARRIED

Council recessed 6:30 p.m. and reconvened in the Council Chamber at 7:31 p.m. with Mayor Nenshi in the Chair.

11.3.2 Consolidating the Safety Codes Permit Bylaws, PUD2018-1009

Moved by Councillor Magliocca
Seconded by Councillor Davison

That with respect to Report PUD2018-1009, the following be adopted:

That Council:

1. Give three readings to the proposed Safety Codes Permit Bylaw, Bylaw 39M2018; and
2. Repeal the following bylaws:
 1. *Safety Codes Permit Fee Bylaw 63M94*
 2. *Calgary Building Permit Bylaw 64M94*
 3. *Electrical Permit Bylaw 46M2014*

MOTION CARRIED

That Bylaw 39M2018 be introduced and read a first time.

MOTION CARRIED

That Bylaw 39M2018 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 39M2018 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 39M2018 be read a third time.

MOTION CARRIED

11.3.3 Elections Bylaw Proposed Amendments, PFC2018-1066

Moved by Councillor Magliocca
Seconded by Councillor Farkas

That with respect to Report PFC2018-1066, the following be adopted:

1. Defer the four-year election program report to Q1, 2019;

2. Rescind resolution C94-137 (Procedures for incapacitated voting) as provided in Attachment 3;
3. Rescind resolution C89-90 (Physically incapacitated elector voting) as provided in Attachment 4;
4. Rescind resolution NM2008-49 (Special Ballots at City of Calgary Elections) as provided in Attachment 5; and
5. Rescind Bylaw 22M98 (Attachment 2) and give three readings to proposed Bylaw 40M2018, to amend Bylaw 35M2018 (Elections Bylaw), as provided in Attachment 1.

MOTION CARRIED

That Bylaw 40M2018 be introduced and read a first time.

MOTION CARRIED

That Bylaw 40M2018 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 40M2018 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 40M2018 be read a third time.

MOTION CARRIED

12. ITEMS DIRECTLY TO COUNCIL

12.1 NOTICE(S) OF MOTION

(None)

12.2 BYLAW TABULATIONS

12.2.1 Bylaw Tabulation to Finance Capital Projects

Moved by Councillor Demong

Seconded by Councillor Keating

That with respect to Bylaw Tabulations to Finance Capital Projects, the following be adopted:

1. That Council give second and third reading to Bylaw 2B2018; and
2. That Council give second and third reading to Bylaw 37M2018.

MOTION CARRIED

That Bylaw 2B2018 be read a second time.

MOTION CARRIED

That Bylaw 2B2018 be read a third time.

MOTION CARRIED

That Bylaw 37M2018 be read a second time.

MOTION CARRIED

That Bylaw 37M2018 be read a third time.

MOTION CARRIED

12.3 MISCELLANEOUS BUSINESS

(None)

13. URGENT BUSINESS

(None)

14. CONFIDENTIAL ITEMS

Moved by Councillor Colley-Urquhart

Seconded by Councillor Keating

That pursuant to Sections 17, 19, 21, 23, 24, 25 and 27 of the *Freedom of Information and Protection of Privacy Act*, Council now move into Closed Meeting, at 7:42 p.m., in the Council Lounge to discuss confidential matters with respect to the following Items:

10.1 Establishment of a Downtown Convention District, C2018-0671

14.1.1 Interim Calgary Metropolitan Region Growth Plan and Interim Regional Evaluation Framework Update, IGA2018-0980

14.2.1 City Charter Update (Verbal), C2018-1092

14.3.1 Personnel Matter #1 (Verbal Report), VR2018-0077

14.3.2 Personnel Matter #2 (Verbal Report), VR2018-0078

14.3.3 Personnel Matter #3 (Verbal Report), VR2018-0079

14.3.4 Council's Legislative Obligations under the Freedom of Information and Protection of Privacy Act (Verbal), VR2018-0080

15.1 Administration's response to Councillor Keating's Administrative Inquiry submitted at the 2018 July 23 Combined Meeting of Council, AI2018-03

ROLL CALL VOTE

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

MOTION CARRIED

Council reconvened in Public Meeting at 9:30 p.m., with Mayor Nenshi in the Chair.

Moved by Councillor Farrell

Seconded by Councillor Colley-Urquhart

That Council rise without reporting.

MOTION CARRIED

Pursuant to Section 6(1) of the Procedure Bylaw 35M2017, Section 79 was suspended by general consent, in order for Council to complete the remainder of the agenda prior to the scheduled adjournment time.

Moved by Councillor Colley-Urquhart

Seconded by Councillor Farrell

That Council now return into Closed Meeting, at 9:31 p.m., in the Council Lounge.

MOTION CARRIED

Council reconvened in Public Meeting at 10:10 p.m., with Mayor Nenshi in the Chair.

Moved by Councillor Colley-Urquhart

Seconded by Councillor Jones

That Council rise and report.

MOTION CARRIED

14.1 CONSENT AGENDA

14.1.1 Interim Calgary Metropolitan Region Growth Plan and Interim Regional Evaluation Framework Update, IGA2018-0980

Confidential Addendum A was received for the Corporate Record, with respect to Report IGA2018-0980.

A confidential document, dated 2018 September 14, with respect to Report C2018-1092, was distributed.

Administration in attendance during the Closed Meeting discussions with respect to Report IGA2018-0980:

Clerk: L. Kennedy, J. Lord Charest. Legal: G. Cole. Advice: J. Fielding, B. Stevens, D. Shearer. Observer: C. Male, M. Thompson, D. Duckworth, K. Black.

Moved by Councillor Carra
Seconded by Councillor Gondek

That with respect to Report IGA2018-0980, the following be adopted:

That Council:

1. Receive this Report and Attachments for Information;
2. Adopt Recommendation 2, **after amendment, as contained in Addendum A**, to Report IGA2018-0980; and
3. Direct that this Report, Attachments, Distributions and closed meeting discussions remain confidential pursuant to Sections 23 and 24 of the *Freedom of Information and Protection Act*.

MOTION CARRIED

14.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

14.2.1 City Charter Update (Verbal), C2018-1092

Administration in attendance during the Closed Meeting discussions with respect to Report C2018-1092:

Clerk: L. Kennedy, J. Lord Charest. Legal: G. Cole. Advice: J. Fielding, B. Stevens, D. Shearer. Observer: C. Male, M. Thompson, D. Duckworth, K. Black.

Moved by Councillor Gondek
Seconded by Councillor Chahal

That with respect to Report C2018-1092, the following be adopted:

That Council direct that the closed meeting discussions with respect to Report C2018-1092 remain confidential pursuant to Sections 21, 23, 24, and 25 of the *Freedom of Information and Protection of Privacy Act* until the matter is resolved (or implementation is complete).

MOTION CARRIED

14.3 URGENT BUSINESS

14.3.1 Personnel Matter #1 (Verbal Report), VR2018-0077

Administration in attendance during the Closed Meeting discussions with respect to Report VR2018-0077:

Clerk: L. Kennedy, J. Lord Charest. Legal: G. Cole. Advice: J. Fielding, L. Shikaze. Observer: C. Male.

Moved by Councillor Keating
Seconded by Councillor Davison

That with respect to Report VR2018-0077, the following be adopted:

That Council direct that the closed meeting discussions with respect to Verbal Report VR2018-0077 remain confidential pursuant to Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

14.3.2 Personnel Matter #2 (Verbal Report), VR2018-0078

Administration in attendance during the Closed Meeting discussions with respect to Report VR2018-0078:

Clerk: L. Kennedy. Legal: G. Cole. Advice: J. Fielding, L. Shikaze.
Observer: C. Male.

Moved by Councillor Carra

Seconded by Councillor Farrell

That with respect to Report VR2018-0078, the following be adopted:

That Council direct that the closed meeting discussions with respect to Verbal Report VR2018-0078 remain confidential pursuant to Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

14.3.3 Personnel Matter #3 (Verbal Report), VR2018-0079

Administration in attendance during the Closed Meeting discussions with respect to Report VR2018-0079:

Clerk: L. Kennedy. Legal: G. Cole. Advice: J. Fielding, L. Shikaze.
Observer: C. Male.

Moved by Councillor Colley-Urquhart

Seconded by Councillor Jones

That with respect to Report VR2018-0079, the following be adopted:

That Council direct that the closed meeting discussions with respect to Verbal Report VR2018-0079 remain confidential pursuant to Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

14.3.4 Council's Legislative Obligations under the Freedom of Information and Protection of Privacy Act (Verbal), VR2018-0080

Administration in attendance during the Closed Meeting discussions with respect to Report VR2018-0080:

Clerk: L. Kennedy. Advice: J. Fielding.

Moved by Councillor Demong

Seconded by Councillor Chahal

That with respect to Report VR2018-0080, the following be adopted:

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 *Freedom of Information and Protection of Privacy Act*.

Against: Councillor Farkas

MOTION CARRIED

Moved by Councillor Demong
Seconded by Councillor Farkas

That with respect to Report VR2018-0080, the following Motion Arising be adopted:

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.

MOTION CARRIED

15. ADMINISTRATIVE INQUIRIES

- 15.1 Administration's response to Councillor Keating's Administrative Inquiry submitted at the 2018 July 23 Combined Meeting of Council, AI2018-03

Administration in attendance during the Closed Meeting discussions with respect to Administration's Response AI2018-03:

Clerk: L. Kennedy. Legal: G. Cole. Advice: J. Fielding. Observer: C. Male, L. Shikaze.

Moved by Councillor Keating
Seconded by Councillor Demong

That with respect to Administration's Response AI2018-03, the following be adopted:

That Council direct that the closed meeting discussions with respect to Administration's Response to Councillor Keating's Administrative Inquiry Submitted at the 2018 July 23 Combined Meeting of Council, AI2018-03, remain confidential pursuant to Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

Moved by Councillor Keating
Seconded by Councillor Demong

That with respect to Item 15.1, Administration response to Councillor Keating's Administrative Inquiry, AI2018-03, the following Motion Arising be adopted:

That Council direct Administration to engage an external Human Resources consultant that would report directly to Council, with a review of elements of the total compensation package of The City of Calgary employees.

MOTION CARRIED

15.2 Administrative Inquiry: Councillor Farkas

Councillor Farkas submitted an Administrative Inquiry, as follows:

Administrative Inquiry: Councillor Farkas

When governments borrow debt, it is often through bonds that get rolled over again and again without ever paying the principal. My inquiry is regarding the debt that was borrowed for the 1988 Olympics and debt that will be borrowed for the 2026 Olympics (if Calgary were to proceed to hosting).

- 1) How much debt was borrowed by the city to pay for the 1988 Olympics?
- 2) Were the 1988 funds repaid in full by today? What was the timetable of debt repayment?
- 3) How much has been spent in interest costs on the 1988 debt that was borrowed?
- 4) What would be the repayment schedule for funds borrowed for the 2026 Olympics? What would be the property tax impact be for a median residential and non-residential property?

16. ADJOURNMENT

Moved by Councillor Jones
Seconded by Councillor Colley-Urquhart

That this Council adjourn at 10:34 p.m.

ROLL CALL VOTE

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

MOTION CARRIED

CONFIRMED BY COUNCIL ON

MAYOR

CITY CLERK



MINUTES

SPECIAL MEETING OF COUNCIL

RE: ONE CALGARY 2019-2022

**September 25, 2018, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT:

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

ALSO PRESENT:

City Manager J. Fielding
Deputy City Manager B. Stevens
City Solicitor and General Counsel G. Cole
General Manager and One Calgary Executive Sponsor S. Dalgleish
General Manager D. Duckworth
General Manager R. Stanley
General Manager M. Thompson
Acting Chief Financial Officer C. Male
Acting General Manager K. Black
Acting City Clerk B. Hilford
Legislative Assistant M. A. Cario
Legislative Assistant J. Palaschuk

1. CALL TO ORDER

Mayor Nenshi called today's Meeting to order at 9:35 a.m.

2. OPENING REMARKS

Mayor Nenshi provided opening remarks and called for a moment of quiet contemplation.

Moved by Councillor Chu
Seconded by Councillor Demong

That Council direct Administration to make the video recordings of the 2018 September 04 and 2018 September 17 Priorities and Finance Committee meetings, which includes One Calgary items, available to the public on the Internet for a period of four (4) years from the date of the meeting, consistent with the Standing Policy Committee meetings.

MOTION CARRIED

3. CONFIRMATION OF AGENDA

The Agenda for today's Meeting was confirmed by general consent, **after amendment, as follows:**

- **Item 6.2, 2019-2022 One Calgary Service Plan Preview: Summary and Next Steps, C2018-1080 was brought forward and dealt with following Confirmation of Agenda.**

Councillor Gondek raised a Question of Privilege with respect to Member comments during the closing debate.

Moved by Councillor Farkas
Seconded by Councillor Keating

That Council, after Stuart Dalglish, General Manager and One Calgary Executive Sponsor, provide introductory comments, recess for a period of one hour to allow Council time to read the materials for Item 6.2, 2019-2022 One Calgary Service Plan Preview: Summary and Next Steps, C2018-1080.

ROLL CALL VOTE

For: (1): Councillor Farkas

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

MOTION DEFEATED

4. UNFINISHED BUSINESS

None

5. POSTPONED REPORTS

None

6. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 6.1 One Calgary 2019-2022: Enabling Services – Service Plan Previews, C2018-1024

Distributions made with respect to Report C2018-1024:

- a PowerPoint presentation entitled "Item 6.1 One Calgary 2019-2022: Enabling Services - Service Plan Previews, C2018-1024 Remarks and Process"; and
- a PowerPoint presentation entitled "One Calgary 2019-2022: Enabling Services - Service Plan Preview", dated 2018 September 25.

Heather Reed-Fenske, Chief Information Technology Officer and Sharon Fleming, Director of Fleet Services, provided an overview presentation of the One Calgary - Enabling Services.

The following Service Plans were presented by the respective Service Owners:

1. Corporate Security - Owen Key, Chief Security Officer
2. Data Analytics & Information Access - Lisa Sierra, Manager of Innovation, Data, Corporate Analytics and Innovation
3. Facility Management - Darrel Bell, Director of Facility Management
4. Financial Support - Cathy An, Finance Manager of Portfolio & Strategy
5. Fleet Management - Sharon Fleming, Director of Fleet Services
6. Human Resources Support - Leslie Shikaze, Chief Human Resources Officer
7. Infrastructure Support - Steve Wyton, Manager of Corporate Projects & Asset Management
8. Insurance & Claims - Fazal Ashraf, Leader of Risk Management, Law Department
9. IT Solutions & Support - Heather Reed-Fenske, Chief Information Technology Officer
10. Legal Counsel & Advocacy - Jill Floen, Assistant City Solicitor
11. Organizational Health, Safety & Wellness - Christopher Collier, Director of Environmental & Safety Management
12. Procurement & Warehousing - Sarah Aspinall, Director of Supply Management
13. Real Estate - Doug Cassidy, Director of Real Estate and Development Services
14. Strategic Marketing & Communications - Aisha Sinclair, Manager of Public and Employment Communication

Moved by Councillor Chahal

Seconded by Councillor Magliocca

That with respect to Report C2018-1024, the following be adopted:

That Council receive this report for information.

MOTION CARRIED

6.2 2019-2022 One Calgary Service Plan Preview: Summary and Next Steps, C2018-1080

Distributions made with respect to Report C2018-1080:

- a PowerPoint presentation entitled "Item 6.2 2019-2022 One Calgary Service Plan Preview: Summary and Next Steps (C2018-1080)", dated 2018 September 25; and
- a PowerPoint presentation entitled "Infrastructure Calgary Capital Update", dated 2018 September 25.

Stuart Dalglish, General Manager and One Calgary Executive Sponsor provided introductory comments with respect to Item 6.2, 2019-2022 One Calgary Service Plan Preview: Summary and Next Steps, C2018-1080.

Mayor Nenshi provided introductory comments with respect to the 2019-2022 One Calgary Service Plan Preview: Summary and Next Steps.

Brad Stevens, Deputy City Manager, provided an update with respect to Infrastructure Calgary and preparation for the One Calgary budget.

Carla Male, Acting Chief Financial Officer, provided a presentation on the One Calgary 2019-2022 Financial Update.

Council recessed at 12:01 p.m. and reconvened at 1:17 with Mayor Nenshi in the Chair.

Chris Stewart, Manager of Corporate Initiatives and Kate Graham, External Facilitator, provided a presentation on the One Calgary 2019-2022 Summary of "what we heard".

Paul Taylor, Manager of Engagement, Customer Service - Communication, provided a presentation on the One Calgary 2019-2022 Engagement, Research and Communication.

Nicole Schaefer, One Calgary Program Leader, provided a presentation on the One Calgary 2019-2022 Next Steps.

Moved by Councillor Farkas

Seconded by Councillor Chahal

That with respect to Report C2018-1080, the following be adopted:

That Council:

1. Receive this report for information.
2. Direct Administration to proceed with the citizen research and engagement proposal identified in Attachment 5 to Report C2018-1080, pages 3-4.

MOTION CARRIED

Moved by Councillor Colley-Urquhart

Seconded by Councillor Demong

That with respect to Report C2018-1080, the following Motion Arising be adopted:

That Council:

Direct Administration 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.

Report to include:

1. Update on Heritage Park's 2018 financial situation, and the changes and factors that have had an impact, including the review of year over year revenues for 2015-2018, and analysis of lost revenues and expenditures directly related to the operations of the SS Moyie in 2018.
2. Strategies approved by Heritage Park Board of Directors to balance the 2019-2022 budget, and a summary of strategies already in place from 2015-2018 to manage expenditures.
3. Analysis of Heritage Parks' capital expenditures over the past five years including a breakdown of growth and lifecycle spending, and any operating budget impacts of capital projects.
4. Clarification of the role, relationship and interface between the Heritage Park Society and the Heritage Park Foundation. Including any best practices for interfaces between entities and their foundations.

MOTION CARRIED

Council recessed at 3:05 p.m. and reconvened at 3:39 p.m. with Mayor Nenshi in the Chair.

7. CONFIDENTIAL ITEMS

None

8. ADJOURNMENT

Moved by Councillor Jones
Seconded by Councillor Farkas

That this Council adjourn at 6:06 p.m.

ROLL CALL VOTE

For: (10) Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Farkas, Councillor Farrell, Councillor Jones, Councillor Keating, and Councillor Magliocco

MOTION CARRIED

CONFIRMED BY COUNCIL ON

MAYOR

CITY CLERK

OPEN DATA INITIATIVE AUDIT

EXECUTIVE SUMMARY

The City Auditor's Office issued the Open Data Initiative Audit Report to Administration on August 22, 2018. The report includes Administration's response to seven recommendations raised by the City Auditor's Office. Administration accepted all recommendations and has committed to the implementation of action plans no later than December 31, 2019. The City Auditor's Office will track the implementation of these commitments as part of our ongoing follow-up process.

RECOMMENDATIONS

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

RECOMMENDATION OF THE AUDIT COMMITTEE, DATED 2018 SEPTEMBER 18 :

That Council receive this Report for information.

PREVIOUS COUNCIL DIRECTION / POLICY

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

BACKGROUND

The City of Calgary's Open Data Initiative supports the publication of City information as open data through a portal which is intended for use, reuse and redistribution by anyone under the simplified terms of an open data license. The City of Calgary's Open Data Initiative supports the City's position as an open government; enhancing transparency and taxpayer's participation; and improving services through innovation.

The Open Data Initiative audit was included in the 2017/2018 annual audit plan due to the high impact of reputational risk the initiative could have on The City. The objective of this audit was to evaluate the effectiveness of current processes and governance practices that support successful achievement of the City's Open Data Initiative goals, based on key criteria from a best practice document produced by Canada's Open Data Exchange¹. We assessed the effectiveness of current processes and governance of the Open Data Initiative which are in place to mitigate reputational risks related to data quality, security and noncompliance with Freedom of Information and Protection of Privacy Act (FOIP).

¹ Open Data Exchange: Open Data Blueprint - Helping municipalities think differently about open data.

OPEN DATA INITIATIVE AUDIT

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Results of our audit noted the Open Data Initiative governance practices and processes are effective to ensure completeness, accuracy, usability and adherence to FOIP for the published data. A complete data inventory of participating Business Units exists to determine dataset eligibility and priority. All data is published in machine readable format with metadata² and is maintained and updated on a regular basis.

However, the current open data strategy lacks clarity on long term objectives and vision, and without a clear vision and long term objectives the City may either overinvest or underinvest limited resources in this initiative. In addition, key performance indicators relevant to the achievement of the Open Data Initiative's objectives, and Open Data Initiative's costs and benefits are not established to measure if key objectives and targets are met. Two recommendations were raised to further enhance the open data strategy and to define, track and report performance measures related to the Open Data Initiative's objectives.

Five additional recommendations were included in the report to support improved governance reporting; customer feedback process; and clarification of roles and responsibilities for data stewards.

Stakeholder Engagement, Research and Communication

This audit was conducted with Corporate Analytics and Innovation, as the principal audit contact within Administration.

Strategic Alignment

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

Social, Environmental, Economic (External)

N/A

Financial Capacity

Current and Future Operating Budget

N/A

Current and Future Capital Budget

N/A

² Data that serves to provide context or additional information about other data.

OPEN DATA INITIATIVE AUDIT

Risk Assessment

The activities of the City Auditor's Office serve to promote accountability, mitigate risk, and support an effective governance structure. Calgary's Open Data Initiative has gradually increased the amount of data available for public access since its launch in 2010. Future expansion of open data is planned. The publication of open data poses high impact reputational risk for The City. Accordingly, clear processes related to privacy concerns, FOIP compliance, and data quality management are critical to effectively mitigate associated reputational risk. Timely implementation of the committed action plans will further mitigate reputational risk and enhance the effectiveness of the Open Data Initiative.

REASON FOR RECOMMENDATIONS

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

ATTACHMENT

Open Data Initiative Audit - AC2018-1008



Calgary

City Auditor's Office

Open Data Initiative Audit

August 22, 2018

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

Executive Summary

The City of Calgary established its Open Data Initiative in 2010. Open data has the ability to improve decision making; foster the growth of innovative businesses, products and services; and enhance transparency and accountability. A 2013 McKinsey report¹, with respect to open data states “unlocking innovation and performance with liquid information, identified more than \$3 trillion in economic value globally could be generated each year through use of open data - increasingly open data is machine readable, accessible to a broad audience at little or no cost, and capable of being shared and distributed.” The City’s open data portal² allows free public access to the City’s data subject to the open data portal’s terms of use. In 2018, there were 262 datasets available on the open data portal with an average of 20,000 monthly visits. The City’s Open Data Initiative has a potential to stimulate economic opportunities as a number of mobile applications have been created by developers using datasets from the City’s open data portal.

The objective of this audit was to evaluate the effectiveness of current processes and governance practices that support successful achievement of the City’s Open Data Initiative goals, based on key criteria from a best practice document produced by Canada’s Open Data Exchange³, to mitigate reputational risks related to data quality, security and noncompliance with Freedom of Information and Protection of Privacy Act (FOIP).

Results of our audit noted the Open Data Initiative governance practices and processes are effective to ensure completeness, accuracy, usability and adherence to FOIP for the published data. A complete data inventory of participating Business Units exists to determine dataset eligibility and priority. All data is published in machine readable format with metadata⁴ and is maintained and updated on a regular basis.

However, the current open data strategy requires enhancement. The open data strategy lacks clarity on long term objectives and vision which in their absence raises questions on the necessary resource allocation to achieve the desired goals of this ongoing initiative. Without a clear vision and long term objectives the City may either overinvest or underinvest limited resources in this initiative. In addition, key performance indicators relevant to the achievement of the Open Data Initiative’s objectives, and the Open Data Initiative costs and benefits are not established to measure if key objectives and targets are met. We raised recommendations to further enhance the open data strategy and to define, track and report performance measures related to the Open Data Initiative’s objectives.

Five additional recommendations were raised to support further improvements including governance reporting processes; customer feedback process; and clarification of roles and responsibilities for data stewards.

Corporate Analytics and Innovation, with the support of Information Technology, has agreed to all seven recommendations and committed to implementing the recommendations by December 31,

¹ Open data: Unlocking innovation and performance with liquid information -McKinsey Global Institute

² The Open Data Initiative supports the publication of City information as open data through a portal.

³ Open Data Exchange: Open Data Blueprint - Helping municipalities think differently about open data.

⁴ Data that serves to provide context or additional information about other data.

2019. The City Auditor's Office will monitor the status of commitments as part of its ongoing recommendation follow-up process.

1.0 Background

Open data is data that anyone can access, use and share. Governments, businesses and individuals can use open data to bring about social, economic and environmental benefits. Open data becomes usable when made available in a common, machine-readable format. Open data must be licensed as Canadian government information is automatically protected by copyright. A license agreement allows users to use the data in any way they want, including transforming, combining and sharing it with others, even commercially. Government release of open data can also make governments more transparent to citizens.

A 2013 McKinsey Global Institute research paper (Open data: Unlocking innovation and performance with liquid information) suggested: “Making data more “liquid” (open, widely available, and in shareable formats) has the potential to unlock large amounts of economic value, by improving the efficiency and effectiveness of existing processes; making possible new products, services, and markets; and creating value for individual consumers and citizens.”

Council, through a notice of motion in July 2009, directed administration to prepare a report of how to make information more open and accessible. The report was adopted in March 2010 as part of the eGovernment Strategy, and administration was directed to conduct a pilot of the public data catalogue⁵ with the re-launch of CITY online. The pilot was completed in late 2011, and transitioned to form the open data catalogue in 2012.

An eGovernment Strategy Advisory Committee was formed in January 2013 at the request of Council, to assist in the future planning and development of open data at The City. Corporate Analytics and Innovation (CAI) launched the City’s open data catalogue in late 2013. During 2014, citizens participated in research and engagement initiatives focused on evaluating the open data catalogue and recommending improvements. The open data catalogue was redesigned to enhance its effectiveness for public as per research findings and feedback from stakeholders and the advisory group. An upgraded cloud based open data portal⁶ was implemented in 2016, with enhanced data analysis features, new data visualization tools, and application programming interface capabilities for easier application development.

The Open Data Initiative is also important in achieving the objectives of the City’s Digital Strategy, which was approved by Council in 2014. The City’s Digital Strategy aims to create an open organization. The vision for the City’s Digital Strategy is to use innovation and engagement to enable secure anytime, anywhere, access to an open government for today and tomorrow’s citizen.

The City of Calgary’s Open Data Initiative supports the City’s position as an open government; enhancing transparency and taxpayer’s participation; and improving services through innovation. In addition to open data societal benefits such as open and transparent governments, open data can

⁵ The open data catalogue was used to provide public access to data and allowed citizens to only download data.

⁶ The city replaced the open data catalogue with a cloud based open data portal which hosts City data and allows citizens to interact with the data in more meaningful ways such as providing enhanced data analysis features, new data visualization tools, and application programming interface capabilities.

create economic value, such as the time savings Calgary commuters gain when they avoid congestion by using a traffic application based on open data.

Currently, CAI manages the Open Data Initiative and has a mandate to manage external licensing of City data and information as per criteria set out by The City's Information Management & Security Policy and its associated standards with the principles outlined in The City's Digital Strategy. These policies recommend all external access to City's data must have a data license agreement including terms of use or a formal data license agreement.

Calgary's Open Data Initiative has gradually increased the amount of data available for public access since its launch in 2010. Currently, the open data portal offers public access to 262 sets of data representing 22 Business Units' (BUs) activity. Future expansion of open data is planned with an expectation to represent the majority of BUs.

The City of Calgary's Open Data Initiative supports the publication of City information as open data through a portal which is intended for use, reuse and redistribution by anyone under the simplified terms of an open data license. This raw data (often referred to as source data), can be used for a wide variety of purposes, including software development, where data is used to create applications for mobile devices and computer programs.

The Open Data Initiative audit was included in the 2017/2018 annual audit plan due to the high impact of reputational risk the initiative could have on The City. In order to publish open data, clear processes related to privacy concerns, Freedom of Information and Protection of Privacy Act (FOIP) compliance, and data quality management are critical to effectively mitigate associated reputational risk.

1.1 Risk Assessment

During the planning phase of the audit, we interviewed staff in CAI and in Resilience and Infrastructure Calgary. Additionally, we performed a walkthrough to determine the high level process of evaluating and publishing a dataset on the open data portal. We utilized key criteria, from Canada's Open Data Exchange (ODX), to assess potential risks. The ODX is a best practices document or blueprint for governments across Canada to launch their own open data initiatives or to encourage those already engaged with open data to become more ambitious in launching new and improved data portals. A risk matrix was created to map key criteria to the identified risks and has been included in Appendix A.

2.0 Audit Objectives, Scope and Approach

2.1 Audit Objective

The objective of this audit was to evaluate the effectiveness of current process and governance practices within the City's Open Data Initiative, based on key criteria from a best practice document produced by ODX, to mitigate risks related to data quality and data security.

2.2 Audit Scope

Our audit focused on 262 datasets published on the open data portal during the period January 2017 to April 2018.

2.3 Audit Approach

We evaluated the Open Data Initiative against the criteria identified in Appendix A by conducting interviews with CAI staff, and review of current documents, processes, procedures and strategy which support the sample of datasets recently published.

As CAI currently manages the Open Data Initiative, CAI's management team was our primary contact for the audit. Information Technology (IT) and three additional BUs were contacted during the fieldwork process to obtain their perspective of the Open Data Initiative.

3.0 Results

The audit evaluated the City's Open Data Initiative based on key criteria from a best practice document produced by ODX. We assessed the effectiveness of current processes and governance of the Open Data Initiative which are in place to manage privacy concerns, FOIP compliance, and data quality; which in turn can help to mitigate reputational risk associated with the publication of open data. The results of the audit are discussed with relation to the ODX criteria (refer to Appendix A).

3.1 Open Data Strategy & Vision

We reviewed the recently developed open data strategy which defines the Open Data Initiative's goals including increased transparency, improved public participation and enhanced services for citizens.

Our interviews with the Leader IP Access and Marketing and inspection of documents confirmed the open data strategy was presented to the Information Management and Security Governance Committee (IM&S Governance Committee) and Digital Governance Committee (DGC). However, the Open Data Initiative's objectives, long term vision and targets are not articulated in the open data strategy, which are required to convert goals into specific and measureable actions; and to achieve Senior Management and BUs support, and adequate resourcing for effective implementation of the initiative. We recommended to articulate the Open Data Initiative's objectives, long term vision and targets into the open data strategy; and obtain Administrative Leadership Team endorsement to ensure proper engagement, and support for this corporate level initiative (Recommendation #1).

3.2 Communications Plan

During our fieldwork, work was in progress to finalize the 2018 communication plan. We reviewed the 2016 and 2017 communications plans and noted the plans outline specific communication tactics such as promotional video, newsletters and social media articles to provide awareness of the Open Data Initiative. The 2017 plan also suggests to use Hackathons and Community of Practice meetings to promote the Open Data Initiative.

Our testing confirmed the open data team conducted Hackathons in 2016 and 2018, and held Community of Practice meetings in 2017 and 2018 to increase awareness of the Open Data Initiative. Overall communication tactics outlined in the 2016 communication plan were partially implemented; and the communication tactics outlined in the 2017 plan were not executed. We also identified the communications plans need improvement to incorporate roles and responsibilities for effective execution of the communication plan. We recommended revision of the 2018 Communications Plan as per the revised open data strategy including description of roles and responsibilities; and obtaining the Governance Committees support to implement the plan (Recommendation #4).

3.3 Data Release Process

Our testing confirmed that data inventories of participating BUs exist to assess which datasets qualify to be published as open data. In addition, existing processes to collect, verify and publish datasets are effective to prevent the release of inaccurate or incomplete data. We determined the open data team releases the datasets through an established process in accordance with FOIP requirements and the City's Information Management and Security Policy. Our testing confirmed data is published as open data (machine readable with associated metadata) and is updated and maintained through predefined intervals and process.

We reviewed 13 process narratives and 14 process flow charts, which are intended to outline all detailed steps regarding dataset collection, data evaluation and processing. We noted these process documents were last updated in 2012, and did not reflect changes from the new portal implementation in 2016. We recommended an update of the process documentation to mitigate the risk of inconsistent and inefficient practices (Recommendation #7).

Throughout our testing we also identified an opportunity for improvement, which could enhance effectiveness. We tested a sample of seven datasets of seven BUs to determine the effectiveness of the data release process. Our testing confirmed the data release process consider data quality, usability, confidentiality and characteristics through several process steps. However, the records for compliance with the data release process steps, such as, checks for data quality and privacy are maintained informally. We recommended an opportunity of improvement to develop a data release process checklist of the significant process steps to ensure completeness, consistency, usability and accuracy of the published data in case of staff turnover.

3.4 Terms of Use

Our testing confirmed the Open Data Initiative's terms of use with legal warnings and disclaimer are available on the open data portal to mitigate the risk of misuse and misinterpretation of the City's data by users. The terms of use encourage users to reuse,

publish and distribute the data for any lawful purpose but do not grant rights to access personal data, intellectual property or records not available under applicable laws.

3.5 Feedback Process

There is no formal process in place to collect and evaluate internal and external stakeholders' feedback regarding dataset suggestions by the portal users, usability feedback from a post-secondary institution, and feedback from customer surveys, Hackathons and Community of Practice meetings.

Based on a cross review of feedback received from stakeholders (i.e. dataset suggestions, Community of Practice meetings, 2018 customer survey, 311, Hackathons) we concluded the collected feedback was not formally evaluated, tracked or implemented. A formal feedback process to evaluate, track and implement customer's suggestions will facilitate continuous improvement of the initiative. A recommendation to define, implement and communicate a process to collect, evaluate and implement internal and external feedback for the Open Data Initiative was raised (Recommendation 5).

3.6 Roles and Responsibilities

The Data Strategists and the Leader IP Access and Marketing roles and responsibilities with respect to the open data are defined in their respective Job Evaluation Questionnaires (JEQs). The City's Information Management and Security Policy also defines high level responsibilities of BUs related to the open data. However, there is no formal document to specifically outline roles and responsibilities of data stewards engaged in the Open Data Initiative. Our interviews with the open data team and IT; and three other BUs confirmed there is a lack of clarity regarding roles and responsibilities for the data stewards. Clarity of roles and responsibilities for data stewards, will help to ensure data quality and integrity. As open data is only one component of the data stewards' role, we passed this recommendation to the Chief Information Technology Officer for action (Recommendation #6).

3.7 Performance Measures & Governance

Two performance metrics showing the percentage of City's BUs participating in the Open Data Initiative; and percentage of customers satisfied with data formats of the published data on the open data portal were reported in the 2016 and 2017 Year End Accountability Reports. These two performance measures met their targets. Additional performance metrics specific to six open data portal related metrics (such as number of downloads and page views) and the number of staff hours spent on the Open Data Initiative are also tracked by the open data team.

The nine existing key performance indicators (KPI's), however, do not align with the open data strategy and they do not track and monitor the costs and benefits of the Open Data Initiative. We were pleased to learn in our interviews with the Leader IP Access and Marketing work is in progress to evaluate current KPIs; and to develop and review additional KPI's, with an expected completion date of early 2019.

We recommended this revision work should include consideration of performance measures that reinforce the Open Data Initiative's objectives, long term vision and value in alignment with the revised open data strategy (Recommendation #2).

An ODX best practice is the inclusion of open data stakeholders on advisory panels or working committees to guide the strategy implementation. Through our review of minutes from the Analytics Calgary Steering Committee meetings, we confirmed the open data team attended Analytics Calgary Steering Committee meetings during 2016 and 2017 to report critical milestones. We also reviewed the IM&S Governance Committee and DGC Terms of Reference and determined IM&S Governance Committee and DGC are responsible to ensure the Open Data Initiative aligns with the corporate goals.

Our interviews with the Leader IP Access and Marketing indicated the open data team attends IM&S Governance Committee and DGC meetings on an ad-hoc basis, and there was no evidence formal reporting was done in 2017 for IM&S Governance Committee and DGC regarding the Open Data Initiative status and challenges. No additional reporting was done in 2018, though, the open data strategy was presented to IM&S Governance Committee and DGC in March and April of 2018 respectively. As a result, we recommended utilizing an appropriate reporting/governance forum to report the Open Data Initiative challenges and progress and define and implement the appropriate reporting criteria (Recommendation #3).

Further information on the recommendations is provided under section 4.0. We would like to thank staff from CAI and IT for their assistance and support throughout this audit.

4.0 Observations and Recommendations

4.1 Open Data Strategy and Vision

The Open Data Initiative's objectives, long term vision, and targets are not articulated in the open data strategy. Undefined or uncommunicated objectives poses the risk of a lack of support and participation from Senior Management and BUs which may result in the Open Data Initiative not achieving its business objectives. A defined open data strategy supports the Open Data Initiative as it provides clear direction allowing progress to be tracked. A strategy also gives teams the framework to assess and make decisions and provides the mechanism for turning ideas into actions.

Our review of the open data strategy noted Open Data Initiative's goals are included in the open data strategy. We observed Open Data Initiative's objectives are outlined in other documents such as the 2017 Communications Plan and the Tactical Plan. Interviews with the Team Leader IP Access and Marketing and Director, Corporate Analytics and Innovation indicated the vision and mission of the Corporate Analytics and Innovation BU also represents the mission and vision of the Open Data Initiative. However, objectives, long term vision, and targets are not incorporated or referenced in the open data strategy.

A revised version of the open data strategy was presented to the IM&S Governance Committee and DGC in 2018. Interviews with the open data team indicated the committees did not ask for any further revision of the strategy, and the open data team considers this as approval of the open data strategy. The open data strategy and its related Tactical Plan are not formally approved. As this is a corporate wide initiative the strategy should be endorsed by the Administrative Leadership Team (ALT) to ensure proper engagement, ownership, guidance and support for this corporate level Open Data Initiative. A formal endorsement from ALT will ensure acceptance of desired outcomes which is fundamental to success.

Recommendation 1

The Director, Corporate Analytics and Innovation to:

1. Incorporate the Open Data Initiative's objectives, long term vision and targets into the open data strategy.
2. Present the strategy to the Administrative Leadership Team and obtain their endorsement for the revised open data strategy.

Management Response

Agreed.

Action Plan	Responsibility
<ol style="list-style-type: none"> 1. Update open data strategy document to include objectives, vision and targets into the strategy. 2. Present revised open data strategy to ALT for acceptance and approval. This presentation would include updated KPI and identified investments that may be required to continue to support the Open Data Initiative. 	<p><u>Lead:</u> Team Lead, Intellectual Property Access and Marketing (IPAM)</p> <p><u>Support:</u> Director of CAI, Manager of Innovation, Data & External Access (IDEA) and Open Data Strategist (IPAM)</p> <p><u>Commitment Date:</u></p> <ol style="list-style-type: none"> 1. December 31, 2018 2. March 31, 2019

4.2 Performance Measures and Tracking

Performance measures relevant to the Open Data Initiative's objectives, long term vision and value are not defined and reported. Performance measures are used to measure outcomes and results to determine the effectiveness and efficiency of initiatives. Failure to measure the relevant performance measures may promote the perception the initiative is not meeting its objectives which may impact the sustainability of the Open Data Initiative. The tracking and monitoring of performance measures help to determine whether the initiative realizes value. Further, the City has an obligation to utilize taxpayer funds in an effective manner.

The Open Data Initiative only tracks and reports two KPIs/performance metrics as required in the 2015-2018 Action Plan. These metrics are assessed on an annual basis and are outlined below:

- Percentage of City of Calgary BUs that have datasets in the open data catalogue.
- Percentage of customers satisfied with data formats delivered in the open data catalogue.

The targets for these KPIs were met in 2017. Additional performance metrics are also tracked in the open data portal such as the number of downloads. However, the KPI's tracked above do not tie to the open data strategy nor do they consider the costs and benefits of the Open Data Initiative.

Interviews with the Leader IP Accesses and Marketing indicated all costs associated with the Open Data Initiative are not tracked, although the Open Data Initiative tracks some costs, such as, the number of staff hours spent on the Open Data Initiative. Currently, the open data team is not able to assign a dollar amount/value to the Open Data Initiative. The open data team is in the process of developing and reviewing more relevant KPI's to track progress and report throughout the year. As per the Leader IP Accesses and Marketing, the KPI analysis will be completed by the fall of 2018; and implementation of the new KPI's will be completed in early 2019.

Recommendation 2

Leader IP Access and Marketing to:

1. Define and track performance measures that reinforce the Open Data Initiative's objectives, long term vision and value as defined in the revised open data strategy.
2. Report the benefits of open data (such as KPIs and initiative costs) to Senior Management on a regular basis.

Management Response

Agreed.

Action Plan	Responsibility
<ol style="list-style-type: none"> 1. Complete KPI evaluation that is aligned with RBA by Q4 2018. Incorporate into revised open data strategy document. Upon approval of open data strategy by ALT, deploy for 2019 – 2022 business cycle. 2. Report annually performance outcomes to IM&S Governance Committee beginning Q1 2019. 	<p><u>Lead:</u> Team Lead, IPAM</p> <p><u>Support:</u> Manager, IDEA, Open Data Strategist</p> <p><u>Commitment Date:</u></p> <ol style="list-style-type: none"> 1. Complete KPI evaluation –December 31, 2018. <ul style="list-style-type: none"> • Incorporate KPIs evaluation into revised Open Data Strategy document-March 31, 2019. • Deploy KPIs for 2019 – 2022 business cycle-June 30, 2019. 2. Report annually performance outcomes to IM&S Governance Committee-March 31, 2019.

4.3 Governance & Reporting

The IM&S Governance Committee and DGC have a mandate to oversee policies, standards and initiatives to ensure strategic alignment with corporate goals and needs. The Open Data Initiative currently reports to these two committees on an ad hoc basis, and therefore may not be receiving full benefit from governance oversight.

In addition to IM&S Governance Committee and DGC, the open data team stated they attended multiple committee meetings including Analytics Calgary Steering Committee during 2016. Analytics Calgary is a corporate wide initiative to enable data driven decision making. The open data team attended the Analytics Calgary Steering Committee four times in 2017 to present critical milestones for the Open Data Initiative. The Open Data Initiative status and challenges were not reported to IM&S Governance Committee and DGC during 2017. Although, the open data team did attend one IM&S Governance Committee and one DGC meeting in 2018 to present the open data strategy.

Lack of oversight poses a risk of misalignment of the Open Data Initiative with corporate goals and needs resulting in reduced support from stakeholders.

Recommendation 3

The Director Corporate Analytics and Innovation to:

1. Identify the appropriate reporting/governance forum to report the Open Data Initiative challenges and progress.
2. Define and implement the appropriate reporting criteria including the reporting frequency (e.g. bi-annually).

Management Response

Agreed.

Action Plan	Responsibility
<ol style="list-style-type: none"> 1. Confirmed governance to align under IM&S Governance Committee (now done). 2. Present proposal to IM&S Governance Committee recommending an annual reporting frequency to review, report and make recommendations to the committee on matters reflective of Open Data Initiative. 3. Present annual updates to IM&S Governance Committee. 	<p><u>Lead:</u> Team Lead IPAM</p> <p><u>Support:</u> Director CAI, Manager IDEA</p> <p><u>Commitment Date:</u></p> <ol style="list-style-type: none"> 1. Completed 2. September 30, 2018 3. December 31, 2019

4.4 Communications Plan Implementation

Communications plans were established by Customer Service and Communications for 2016 and 2017 to provide awareness of the Open Data Initiative and to communicate the benefits of Open Data Initiative to key stakeholders, however, the communication plans were not fully implemented.

The 2016 communication plan tactics were partially executed, and as per our interview with the Team Leader IP Access and Marketing, the 2017 plan was not implemented due to organizational and process changes within Customer Service and Communications. The open data team is planning to implement the 2017 communication plan in 2018.

We observed some aspects of the 2017 communication plan were implemented such as posting articles on Twitter, Facebook and myCity in 2018. Other tactics mentioned in the communication plan and in the 2017 Tactical Plan to increase awareness and external community engagement is to leverage Hackathons, and Community of Practice meetings. We noted the open data team, to increase awareness, held Hackathons during 2016 and 2018 and Community of Practice meetings in 2017 and 2018. Currently, the open data team has two full time resources dedicated to the Open Data Initiative. Adequate resourcing may be a challenge to fully execute the communications plans.

Our review of the communication plans also noted roles and responsibilities are not clearly defined to execute the communication plan. Further, the open data team is not leveraging internal champions to promote the Open Data Initiative's objectives.

Ineffective communication poses the risk of initiative failure and lack of participation/interest from BUs and other stakeholders. The Open Data Initiative needs to be effectively communicated to ensure all stakeholders have a clear understanding of the value of Open Data Initiative.

Recommendation 4

The Director Corporate Analytics and Innovation to:

1. Revise the 2018 communications plan to reflect the revised open data strategy. The revised communication plan should also include roles and responsibilities.
2. Identify Open Data Initiative internal champions and leverage them to promote Open Data Initiative.
3. Present the revised communications plan to the appropriate Governance Committee to obtain required support.
4. Implement the 2018 communications plan.

Management Response

Agreed.

Action Plan	Responsibility
<ol style="list-style-type: none"> 1. Bring up to date the 2018 communications plan to reflect current state of Open Data Initiative; including defining roles and responsibilities of the data stewards and IPAM. 2. Engage internal champions identified ~ that will accentuate present and future Open Data Initiative's objectives. 3. Present updated communications plan to IM&S Governance Committee for acceptance and approval. *Together with presentation in Section 5* Present 2018 completed items and Communications plan with CS&C leading the process and IPAM responsible for timelines and content for 2019. 4. Track via performance measures in section 1 the effectiveness of communication plans and actions. 	<p><u>Lead</u>: Team Lead, IPAM</p> <p><u>Support</u>: Director CAI, Manager IDEA, Open Data Strategist, IPAM</p> <p><u>Commitment Date</u>:</p> <ol style="list-style-type: none"> 1. 2018 communications plan revision- September 30, 2018 2. Engagement of internal champions- December 31, 2018 3. Present updated communications plan and 2018 completed items – March 30, 2019 4. Track via performance measures the effectiveness of communication plans –December 30, 2019

4.5 Feedback Process

There is no formal process to collect and evaluate internal and external feedback for the Open Data Initiative. Absence of a formal feedback process for improvement poses the risk of lack of support and participation for the initiative, and missed opportunities for improvements. The ODX criteria recommends to have a feedback mechanism in place to continuously improve the Open Data Initiative.

We reviewed evidence of some activities which were done to collect internal and external feedback and suggestions. However, these activities were limited in effectiveness since the majority of suggestions were not evaluated, tracked, and implemented:

- We reviewed six datasets on GitLab (software to manage datasets) and noted the dataset suggestions are primarily limited to requests for new datasets and suggestions regarding the Open Data Initiative and process improvement was not provided.
- Usability feedback was collected from a post-secondary institution and through a customer survey. However, we did not see any evidence to determine whether feedback was analyzed to identify and implement any initiative improvements.
- A Community of Practice meeting was held in 2017, but the participants' feedback was not documented. The open data team hosted a Community of Practice meeting recently in May 2018.
- There were nine 311 inquiries in 2017 for Innovation Data and External Access (a division of CAI), and only four were related to the Open Data Initiative, mainly to request new datasets or to ask general questions. There was no specific feedback regarding improvement of the open data process and Open Data Initiative.
- Interviews with the Leader IP Accesses and Marketing indicated social media is used to collect stakeholders' feedback. However, we did not see any evidence to validate social media is used to collect stakeholders feedback; and
- A Hackathon was held in 2016, however we did not see any evidence to validate if any suggestions were implemented. A second Hackathon was held by the open data team in May 2018.

Overall, we were not able to see any evidence to validate how feedback is analyzed for initiative improvements. A formal process to collect and analyze feedback for improvements does not exist. Limited resourcing might be a reason as to why a feedback process has not been defined and implemented.

Recommendation 5

The Director Corporate Analytics and Innovation to:

1. Define, implement and communicate a process to collect, evaluate and implement internal and external feedback for the Open Data Initiative.
2. Present the progress and any associated risks of implementing a feedback process to the Governance committee/Administrative Leadership Team.

Management Response

Agreed.

Action Plan	Responsibility
<p>1. Develop management control process that centralizes all feedback activities; including but not limited to:</p> <ol style="list-style-type: none"> Date of inquiry Description Action taken Date closed. <p>IPAM document process to follow.</p> <p>2. Present process to IM&S Steering Working Committee for acknowledgement and awareness.</p> <p>*Together with presentation in Section 4* Establish frequency of updates to report on at IM&S Governance Committee.</p>	<p><u>Lead</u>: Team lead, IPAM</p> <p><u>Support</u>: Manager, IDEA, Open Data Strategist, IPAM</p> <p><u>Commitment Date</u>:</p> <ol style="list-style-type: none"> Develop management control process- December 31, 2018. IPAM document process and Present process to IM&S Steering Working Committee-March 30, 2019. <ul style="list-style-type: none"> Establish frequency of updates to report on at IM&S Governance Committee-March 30, 2019.

4.6 Roles and Responsibilities

Roles and responsibilities related to the Open Data Initiative are not defined for all stakeholders. There is no formal process document (such as a RACI chart or process flow diagram) available to define roles and responsibilities of all stakeholders involved in the Open Data Initiative. Effective execution of key activities may not occur if roles and responsibilities are not defined and adequately communicated. There is a risk of duplication, poor communication and Open Data Initiative inefficiency.

The Information Management and Security Policy includes the responsibilities associated with information management, including open data; however, the document fails to address responsibilities specific to the Open Data Initiative.

JEQs are available for the Open Data Strategist and the Lead IP Access & Marketing. The JEQs adequately described major accountabilities and responsibilities. However, our interviews with the open data team and IT; and three other participating BUs indicated roles and responsibilities of data stewards with respect to the Open Data Initiative are not defined or consistent. If data stewards' roles and responsibilities are not clearly defined there is a risk the integrity and quality of the data could be impacted.

Recommendation 6

The Chief Information Technology Officer in consultation with the Information Management and Security Governance Committee to define, document and communicate roles and responsibilities for data stewards taking into consideration the Open Data Initiative.

Management Response

Agreed.

Action Plan	Responsibility
Update the responsibilities for the Information stewards' role in the Information Management and Security Policy to include more information, clarify responsibilities associated with data creation and maintenance, ensuring alignment with the Open Data Initiative. The updated policy will be reviewed and approved by the Information Management and Security Governance Committee with final approval from the Administrative Leadership Team.	<p><u>Lead</u>: Chief Information Technology Officer</p> <p><u>Support</u>: IT Manager, Enterprise Support Systems</p> <p><u>Commitment Date</u>: June 30, 2019</p>

4.7 Process documentation

The data release process documentation (Process Narratives and Process Flow Charts) is not up-to-date to reflect current practices which are in use since the implementation of the new open data portal in 2016. Incomplete and inaccurate process documentation poses a risk to the corporation that processes may not be consistently applied. Updated documents promote consistent practices and ensures completion of all process steps.

The Open Data Initiative has a total of 13 process narratives and 14 process flow charts. These steps are broken into 5 categories:

1. Collect Dataset
2. Perform Evaluation and Data Processing
3. Create Product in On-line Catalogues
4. Monitor and track Utilization Patterns
5. Provide Dataset Maintenance.

Review of the process documentation revealed these have not been updated since 2012. However, the new open data portal was implemented in 2016, and thus there is a resulting misalignment between the 2012 documentation and current practices.

We noted the Open Data Strategists are experienced with the Open Data Initiative, and therefore have the required understanding and knowledge of the data release process. This reduces the overall risk of inconsistent and incomplete practices. However, in the event of employee turnover key knowledge is lost and there is a risk critical steps may not be followed and updated documents may mitigate this risk.

Recommendation 7

Leader IP Access and Marketing to update the process documentation (narratives and flow charts) to reflect the current Open Data Initiative on a regular basis.

Management Response

Agreed.

Action Plan	Responsibility
Work has commenced on updating existing process documentation that reflects current practices and processes resulting from a change in technology.	<u>Lead</u> : Team Lead, IPAM <u>Support</u> : Open Data Strategist, IPAM <u>Commitment Date</u> : March 30, 2019

Appendix A

#	Risk	Inherent Risk	Key Criteria -Open Data Blueprint by ODX	Criteria in Place	Recommendation (if applicable)
1	Unclear goals and objectives of the Open Data Initiative.	H	A defined open data strategy supports the Open Data Initiative.	Partial	Recommendation #1
2	Open Data Initiative is not very successful as Departmental and BUs participation is not 100%.	M	The Open Data Initiative is effectively communicated internally to ensure BUs have a clear understanding.	Partial	Recommendation #4
3	Unaware of City data that could be published on the portal which could increase the usability and/or value of the open data portal.	M	Completion of a data inventory of currently participating BUs to determine which datasets exist and who is responsible for them.	Yes	
4	Release of inaccurate and inconsistent data or data that is unusable. Confidential or highly restricted information (personally identifiable, IP data, Infrastructure data and financial information), is released on open data portal.	H	A data release process through an evaluation framework that considers the quality, usability, confidentiality and characteristics of data. A data process exists to anonymize the data or manage elements that raise red flags. Compliance with data protection laws and policies.	Yes	Recommendation #7
5	Data is not useable or high quality and does not lend itself for reuse or analysis for internal and external users.	H	Data is published as open data, i.e. machine-readable, with metadata (adequately describes the data), under an Open License. Data is maintained and updated on a regular basis.	Yes	

#	Risk	Inherent Risk	Key Criteria -Open Data Blueprint by ODX	Criteria in Place	Recommendation (if applicable)
6	Users misinterpret or misuse the data to cause scandal or cause harm to City's Assets and Infrastructure.	H	The terms of use for the data are accessible from the open data portal.	Yes	
7	Data is difficult to understand and use, or not relevant to users.	M	Feedback mechanisms and internal/external communication to improve Open Data Initiative.	Yes	Recommendation #5
8	Unclear/undefined roles and responsibilities of data owners, stewards and SMEs which may impact the success of the Open Data Initiative.	H	Roles and responsibilities assigned to the Open Data Initiative are clear.	No	Recommendation #6
9	The initiative does not add value for taxpayers and the City does not realize any value either.	H	<p>The financial costs and benefits associated with the publication and consumption of open data are tracked and monitored.</p> <p>Reporting the benefits of open data, such as KPIs and cost savings to senior management.</p> <p>Reporting suggestions or challenges to Open Data Initiative governance committees.</p>	Partial	Recommendation #2 and #3

**Community Services Report to
SPC on Community and Protective Services
2018 October 03**

**ISC: UNRESTRICTED
CPS2018-1096**

Revised Prevention Investment Framework with Mental Health & Addictions Lens

EXECUTIVE SUMMARY

On 2018 July 30, Council earmarked up to \$25M from the Fiscal Stability Reserve for crime prevention and a new mental health and addiction strategy. As part of the earmarked funds, over the next five years, \$15M is to be allocated to the Prevention Investment Framework, as outlined in this report. The remaining \$10M is to be used to seed funding for initiatives resulting from the strategy, subject to adoption of a governance and decision-making framework. Council directed Administration to report the guidelines for awarding the initial 2019 funds using the Prevention Investment Framework, with the addition of a mental health and addiction lens, no later than 2018 October to the Standing Policy Committee on Community and Protective Services.

This report presents the revised Prevention Investment Framework, with the addition of a mental health and addictions lens. The revised Framework strategically integrates a wide range of prevention strategies and approaches, and has been adapted to inform a holistic, community-wide funding program that complements the existing funding landscape in the areas of mental health, addiction and crime prevention. It will also act as a foundational step in the development of the Council-directed mental health and addiction strategy.

ADMINISTRATION RECOMMENDATION:

That the SPC on Community and Protective Services recommends that Council approve the revised Terms of Reference for the Prevention Investment Framework (Attachment 1), to provide guidelines for awarding 2019 funds, as directed in Notice of Motion C2018-0956.

**RECOMMENDATION OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES,
DATED 2018 OCTOBER 03:**

That the Administration Recommendation contained in Report CPS2018-1096 be approved.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 July 30, Council, through C2018-0956, earmarked up to \$25 million from the Fiscal Stability Reserve for Crime Prevention and a new Mental Health and Addictions Strategy over the next five years, **with \$15 million allocated to the Community Services Prevention Investment Framework, The City's necessary Family and Community Support Services (FCSS) contributions, and other short term initiatives in areas such as Crime Prevention Through Environmental Design**, and the remaining \$10 million earmarked to seed funding for initiatives resulting from the strategy described below, subject to adoption of a governance and decision-making framework. Council also directed Administration to:

- convene a community-wide mental health, addiction and crime prevention strategy, modeled on the systems approach taken in the Ten Year Plan to End Homelessness and Enough for All, involving a broad base of community stakeholders and leveraging partnerships with service providers and other orders of government;
- **report guidelines for awarding initial 2019 funds from the fund using the Prevention Investment Framework with the addition of a mental health and addiction lens, no later than 2018 October to the Standing Policy Committee on Community and Protective Services, and;**

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- report back with a scoping report and work plan for the development of the community strategy identifying short, medium and long term actions, recommendations on a governance framework, targets and measurable [outcomes], and initial policy directions for Council's consideration to a Strategic Session of Council, no later than Q1 2019. This session should be facilitated and involve input from members of Council and other stakeholders, including experts, in its design.

On 2018 January 29, Council approved the Community Services Prevention Investment Framework Terms of Reference to guide the investment decisions for \$3M in one-time funding (allocated to Community Services during the 2018 Budget Deliberation and Adjustment Process).

On 2017 November 30, through C2017-1123, Council allocated \$3M in one-time funding from the Fiscal Stability Reserve to safe communities, youth and low income programs and crime prevention. Council directed Administration to report back to the SPC on Community and Protective Services, no later than Q1 2018, with a strategy for the use of these funds.

BACKGROUND

Many Calgarians are feeling isolated and at risk of harm and violence. In response to growing concerns of social isolation and community safety, which contribute to issues of mental health and addiction, Council earmarked up to \$25M for crime prevention and a new mental health and addiction strategy over the next five years. Of the \$25M, \$15M is to be allocated to the Prevention Investment Framework, The City's necessary FCSS contributions, and other short term initiatives.

The Community Services Prevention Investment Framework was originally approved by Council in 2018 January to guide decision-making for investments in preventive programs and services through one-time funding of \$3M from the Fiscal Stability Reserve allocated during the 2018 Budget Deliberation and Adjustment Process. It was built on a foundation of proven prevention strategies and principles aimed to link prevention work across Community Services, the Calgary Police Service and non-profit organizations. This Framework informed investment in high impact programs, addressing gaps in preventive programs and services and investing in community spaces.

Previously, Council has approved funding to the Emergency Resiliency Fund (ERF), the Crime Prevention Investment Plan (CPIP) and Family and Community Support Services (FCSS). These complementary funding programs have supported a continuum of prevention programs, from one-time support to those affected by the economic downturn, to short-term crime prevention projects, and to ongoing preventive social programs to Calgarians experiencing vulnerabilities. The revised Framework (Attachment 1) builds on the success of these funding programs, and it will inform funding decisions in the areas of mental health, addiction and crime prevention.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The last decade has seen an increase in awareness and community response to mental health and addiction, both nationally and locally. Since the creation of the Mental Health Commission of Canada in 2007, numerous reports have highlighted different aspects of mental health and its relationship to addiction, crime prevention, and suicide. While "*Changing Directions, Changing*

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*Lives: The Mental Health Strategy for Canada*¹ is considered a seminal document for improved mental health outcomes for everyone in Canada, subsequent reports highlight the co-occurrence of mental health and addiction, the unique needs of children and youth, as well as the role of caregivers.

In 2011, the Government of Alberta and Alberta Health Services released *Creating Connections: Alberta's Addiction and Mental Health Strategy*², a report that promotes an integrated addiction and mental health service model, based on the five-tier model commonly used in the sector. The model is a continuum that ranges from health promotion and early intervention to rehabilitation and long-term, specialized treatment. In 2015, the Government of Alberta commissioned the *Valuing Mental Health*³ report, a provincial blueprint for improving mental health outcomes for Albertans. The implementation plan was released in June 2017, and is currently being operationalized across the province, including in Calgary.

Calgary has also experienced increased mobilization and coordination of services for mental health and addiction. The Calgary Council for Addiction and Mental Health (CCAMH) was established in 2016 as a collaborative model for addressing mental health and addiction issues for Calgarians. CCAMH is comprised of over 45 community non-profit organizations, government services and foundations which aim to provide a barrier-free, person-centered approach to Calgarians dealing with these issues. CCAMH is a partner in the implementation of the *Valuing Mental Health* report recommendations.

Common threads are evident across the aforementioned reports and strategies, including:

- the need for a collaborative approach across sectors, such as health, addiction, justice, correction, education and social services;
- the fact that increased investments in promotion, prevention and early intervention need to complement investments in treatment and rehabilitation services; and
- the link between mental health/addiction and other social determinants of health, such as housing instability, poverty and discrimination.

The revised Framework is conceptualized to enhance the wellbeing of Calgarians by reducing risk factors and increasing protective factors that are known to prevent a wide range of issues pertaining to mental health, addiction, criminal activities and other inter-related issues. It complements the five-tier continuum of addiction and mental health service model noted above, and aligns with the first three tiers of the continuum:

- **promotion** (population-based health promotion),
- **early interventions** (for people with risk factors), and
- **targeted intervention** (for people with identified issues).

¹ Mental Health Commission of Canada. (2012). [Changing Directions, Changing Lives: The Mental Health Strategy for Canada](#). Calgary, AB: Author.

² Government of Alberta. (2011). [Creating Connections: Alberta's Addiction and Mental Health Strategy](#). Edmonton, AB: Author.

³ Alberta Mental Health Review Committee. (2015). [Valuing Mental Health](#). Edmonton, AB: Author.

Approval(s): Black, Katie concurs with this report. Author: Kebede, Menna
City Clerk's: Lord Charest, Julien

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The other two tiers are focused on the specialized **treatment** and **rehabilitation** of more complex cases. According to *Valuing Mental Health* report⁴, investments in mental health promotion and addiction prevention account for only 0.1 per cent of costs related to the health care system in Alberta, despite estimates from the Canadian Commission on Mental Health that a ten per cent reduction in new mental health-related cases can be achieved through prevention investments, resulting in significant savings over time⁵.

The Terms of Reference for funding according to the revised Framework will guide the allocation in 2019 of \$3M from the \$25M earmarked through Notice of Motion C2018-0956. These funds will contribute to the Framework's four long-term outcomes of enhanced wellbeing, safer communities, reduced crime and reduced harm. These allocations will be for one year only, as future allocations will be aligned with the Council-directed mental health and addiction strategy currently under development.

Funding allocations will be determined through a review of proposals submitted by community-based organizations. Proposals will be reviewed by Administration, in consultation with community partners with expertise in funding mental health, addiction and crime prevention programs. Review panels will be established to adjudicate the funding proposals and to inform funding allocation decisions. Attachment 2 shows the funding proposal evaluation criteria, and Attachment 3 outlines the 2018 implementation timelines.

Stakeholder Engagement, Research and Communication

Representatives from various funding organizations were consulted to inform revisions to the Framework. Their respective funding priority areas and current investments in the mental health, addiction and/or crime prevention sectors were reviewed. In addition, a preliminary scan of local, provincial and federal policies and strategies was conducted for better alignment between local investments and investments by other orders of governments. Engagement and communication will continue with these stakeholders throughout the funding assessment and allocation process, to achieve the greatest possible coordination in funding.

Strategic Alignment

This report's recommendations align with, and contributes to, the following 2019-2022 Citizen Priorities for One Calgary: A prosperous city; A city of safe and inspiring neighbourhoods, A healthy and green city; and A well-run city.

In addition, this report aligns with nationally, provincially and locally recognized strategies including, but not limited to:

- The Calgary Police Service Crime Prevention and Reduction Continuum,
- Crime Prevention through Environmental Design (CPTED),
- Crime Prevention through Social Development,
- The Canadian Municipal Network on Crime Prevention,

⁴ Alberta Mental Health Review Team. (2015). *Valuing Mental Health: Report of the Alberta Mental Health Committee*. Edmonton, AB: Author.

⁵ Mental Health Commission of Canada. (2016). *Making the Case for Investing in Mental Health in Canada*. Ottawa, ON: Author.

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- The Social Sustainability Framework,
- Creating Connections-Alberta's Addiction and Mental Health Strategy,
- The *Valuing Mental Health* report,
- Council-approved social wellbeing principles of equitable access and prevention.

Social, Environmental, Economic (External)

There are numerous social, environmental and economic benefits of investing in prevention. Investment in prevention social programs contributes to individuals', families' and communities' resilience, and enables them to overcome adversities and reach their full potential. Investments in CPTED and other place-based crime prevention initiatives lead to a reduction in the fear and incidence of crime, as well as enhance the quality of life of residents. The return on investment in preventive social programs is significant and it is estimated that every dollar invested yields a return of up to \$13 by diverting resources from more costly services such as policing, justice, and mental health.

Financial Capacity

Current and Future Operating Budget:

The recommendations in this report do not have any operating budget implications, as Council has already earmarked \$25M from the Fiscal Stability Reserve through C2018-0956.

Current and Future Capital Budget:

The recommendations in this report do not have any capital budget impacts.

Risk Assessment

There are no significant risks associated with the revised Framework, with the addition of mental health and addiction lens. However, for implementation, the following risks have been considered:

1. There are community funding organizations that are investing in mental health, addiction and crime prevention. There is a risk of overlapping mandates among these funding programs. This risk will be mitigated by engaging other funding organizations and orders of government in implementation of the funding allocation process. Conversations have already started with these stakeholders, as outlined in the 'Stakeholder Engagement, Research and Communication' section of this report.
2. There is a risk of making funding allocation decisions ahead of the mental health and addiction strategy development. Council has mitigated this risk by earmarking \$10M in seed funding for initiatives coming out of the community-wide strategy development and Administration is proposing to mitigate this risk by establishing the current funding program as one-year funding in the first year. It is important to note that one-time funding can raise stakeholder expectations that additional resources will follow. The Terms of Reference with guiding principles, governance and consistent processes for guiding decision-making on prevention investments will help to mitigate this risk. In addition, future funding decisions will be made in alignment with the mental health and addiction strategy.

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3. The Framework's four long-term outcomes are difficult to track and measure with one-time funding. To mitigate this risk, Administration has developed a strategy to measure short-term outcomes, which over time, contribute to long-term outcomes.

REASON(S) FOR RECOMMENDATION(S):

A healthy, equitable and safe city means that its residents have the support they need to live their lives to the fullest. Unfortunately, economic downturns, social isolation and global political shifts create uncertainties that contribute to social disorder, a reduced sense of personal and community safety, and poor mental and emotional health. Investments in programs that promote mental wellbeing for all, reduce risk factors for vulnerable populations, and increase protective factors for those who are affected by mental illness, addiction and crime will contribute to the achievement of Council's vision for Calgary as a great place to make a living, a great place to make a life.

ATTACHMENTS

1. Attachment 1 – Terms of Reference
2. Attachment 2 – Funding Proposal Evaluation Criteria
3. Attachment 3 – 2018 Implementation Timelines

Revised Prevention Investment Framework with Mental Health and Addiction Lens

Revised Terms of Reference

(Revisions are bolded throughout document)

Background

In 2017 November, City Council directed Administration to develop a strategy for the use of "...\$3 million in one-time funding from the Fiscal Stability Reserve to safe communities, youth and low-income programs and crime prevention...". **The Community Services Prevention Investment Framework, which intentionally links the prevention work across Community Services and Calgary Police Service, guided the allocation of these funds to high-performing programs delivered by City business units and community organizations.**

On 2018 July 30, through Notice of Motion C2018-0956, Council "...earmarked up to \$25 million from the Fiscal Stability Reserve for Crime Prevention and a new Mental Health and Addictions Strategy over the next five years, with \$15 million allocated to the Community Services Prevention Investment Framework ...".

The Framework terms of reference have been revised to incorporate a mental health and addiction lens, to better respond to the issues identified through the Notice of Motion. The Framework is built on a foundation of nationally, provincially and locally recognized prevention-focused strategies, including, but not limited to:

1. The Calgary Police Service Crime Prevention and Reduction Continuum, a set of strategies to address education, prevention, early intervention, treatment and enforcement;
2. Crime Prevention through Environmental Design principles and strategies used to create safer communities and improve quality of life;
3. The Crime Prevention through Social Development approach which guides the investments made through The City's *Crime Prevention Investment Plan* by focusing on the early identification and mitigation of the root causes of crime;
4. The Canadian Municipal Network on Crime Prevention, a community of practice which aims to increase investment in effective, evidence-based and collaborative crime prevention strategies in municipalities;
5. The Social Sustainability Framework and supporting research briefs that guide the prevention investments made through *Family and Community Support Services* (FCSS) to prevent social isolation and neighbourhood decline, two precursors to a wide-range of social issues;
6. **Creating Connections-Alberta's Addiction and Mental Health Strategy that includes a five-tier model for integrated service delivery;**
7. **Valuing Mental Health, a blueprint for the mental health and addictions sector in Alberta, which identifies prevention as one of its four priority pillars.**

Purpose

The purpose of the revised Prevention Investment Framework (Framework) is to guide decision-making for funding programs and services that contribute to the prevention of mental illness, addictions and crime.

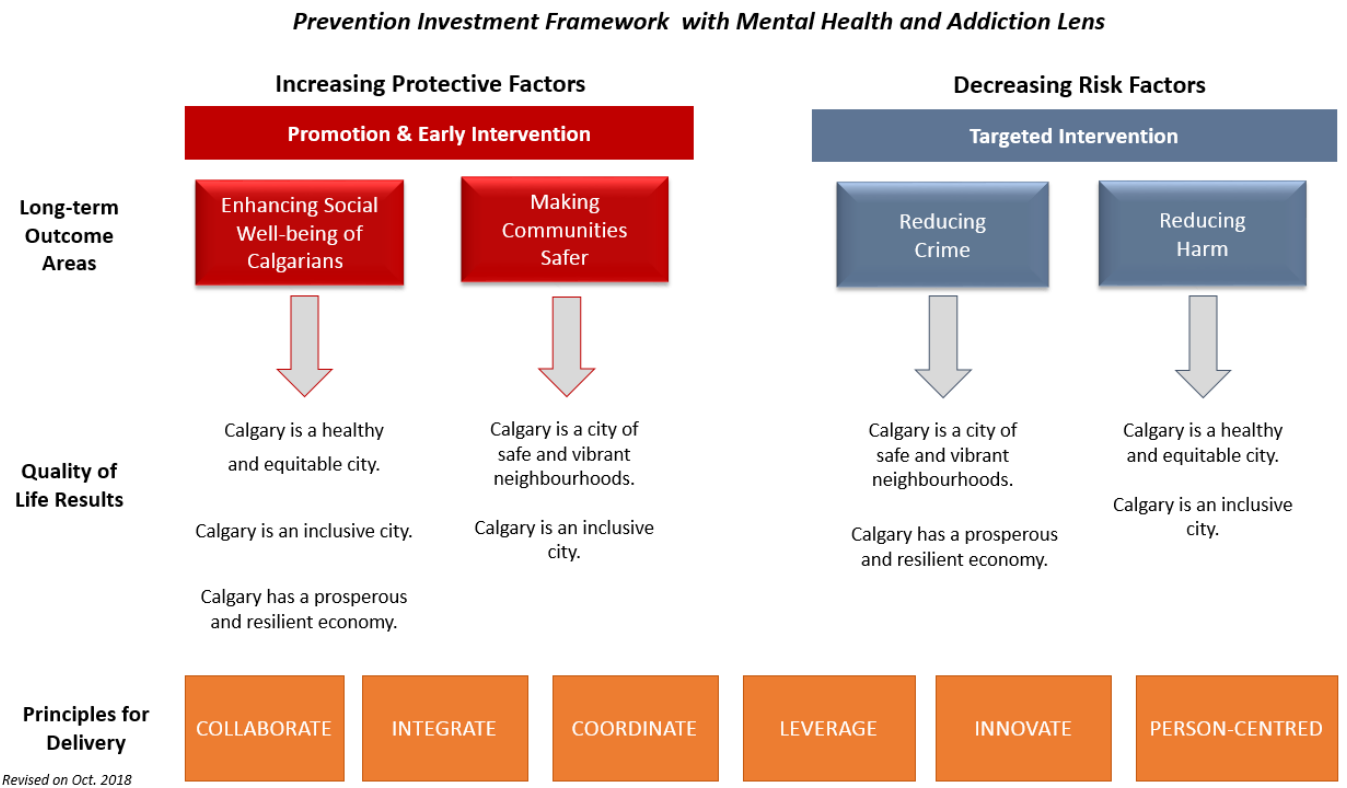
The Framework builds on the existing knowledge base on effective preventive programs, services and strategies that increase protective factors and reduce risk factors for Calgarians who, due to a variety of circumstances, find themselves at-risk of **mental illness, addiction and other related issues such as crime**. It aims to (1) enhance resources to high-impact programs to optimize their reach, (2) address gaps in preventive programs and services and (3) invest in spaces to maximize the value of community to support the Framework’s outcomes.

Guiding Principles for Delivery

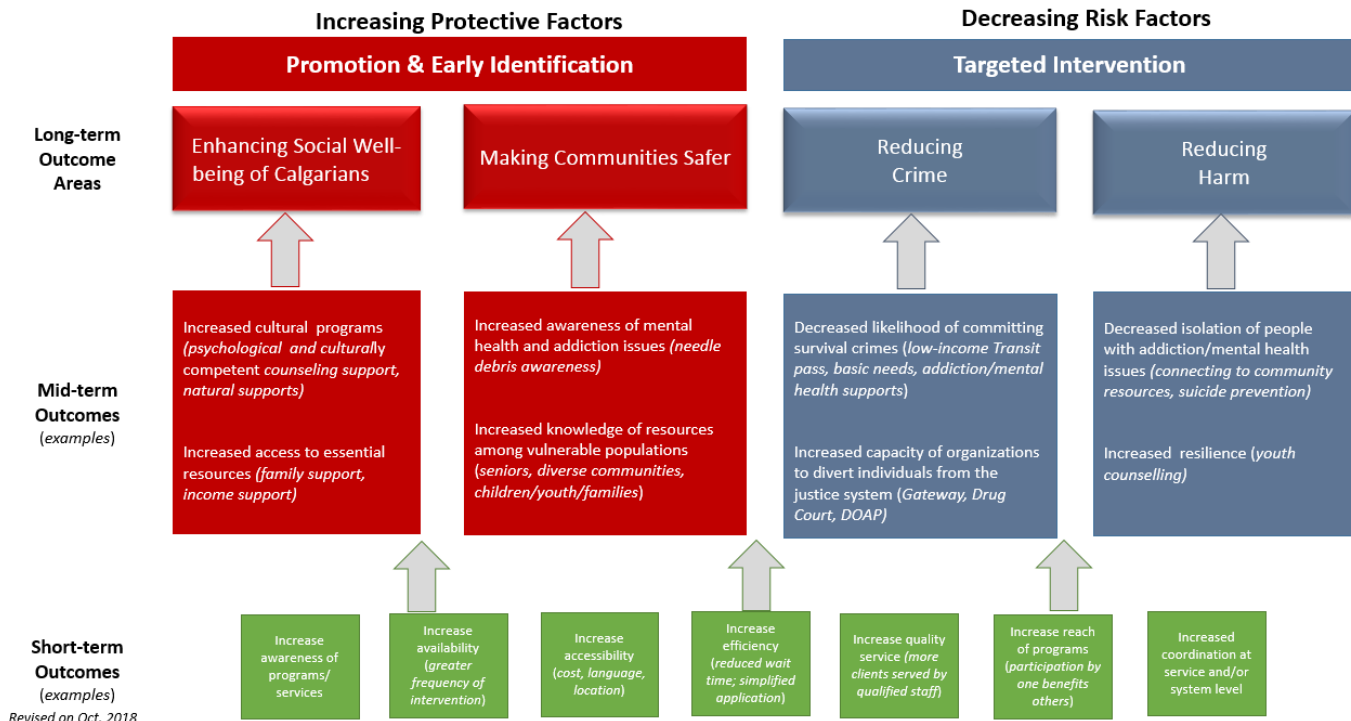
The FRAMEWORK is guided by the following action-oriented principles:

- Collaborate across business units, the Corporation and community
- Integrate service delivery for the greatest impact
- Coordinate for maximum effectiveness and efficiency
- Leverage existing partnerships, services and resources
- Innovate to achieve what has not been achieved to date
- **Person-centred care for maximum benefit for Calgarians and their families**

The diagrams below indicate the desired short- to long-term outcomes, the principles that will guide the overall implementation of the Framework, and sample projects/initiatives that could contribute to **improved mental health/addiction outcomes for Calgarians**.



Prevention Investment Evaluation



Eligibility Requirements

Funds will be available through a call for funding proposal process for non-profit organizations registered in Alberta, operating within Calgary city limits, and with proven record for effective program delivery. Proposal must demonstrate how projects will achieve:

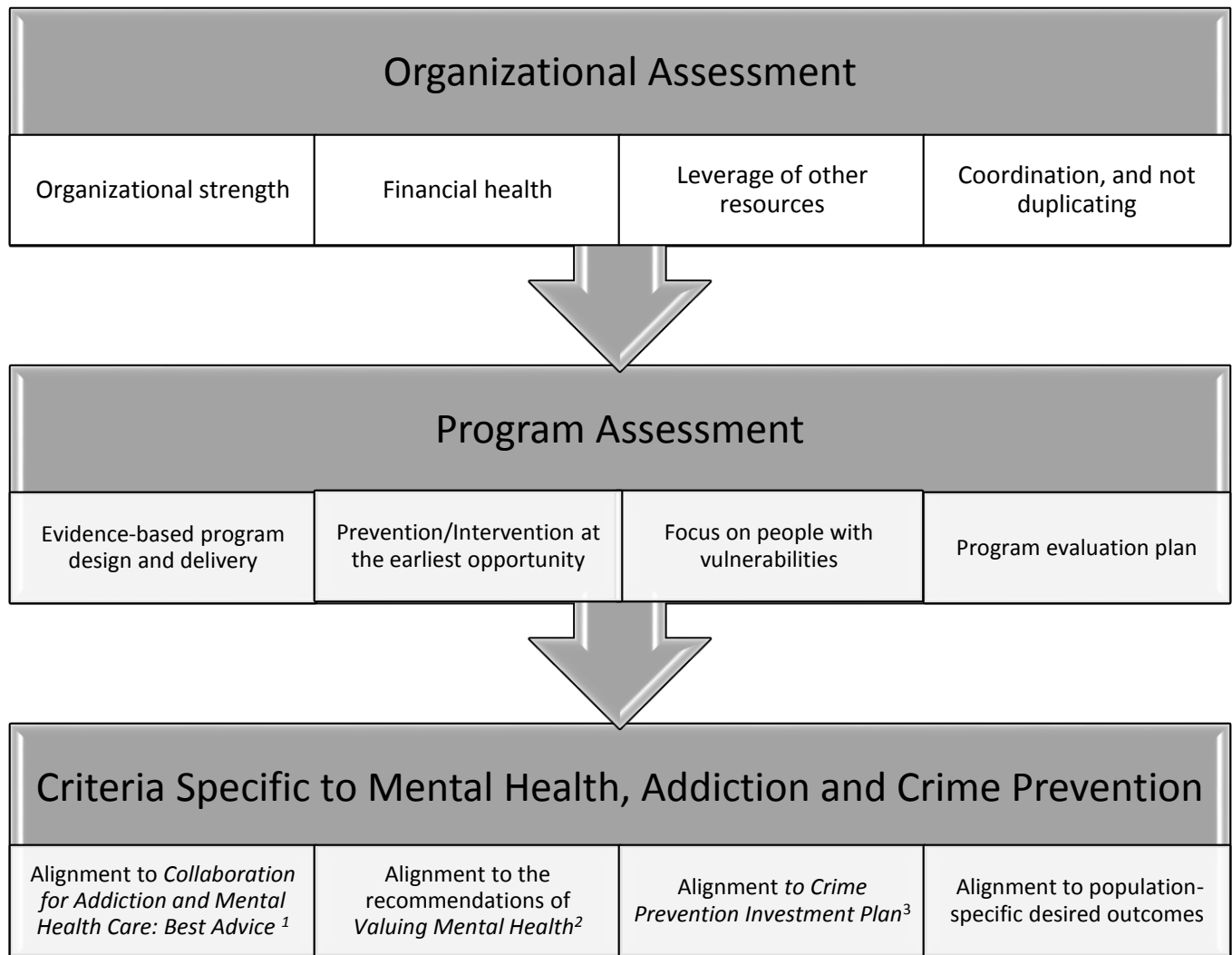
- Enhanced social wellbeing of Calgarians
- Safer Communities
- Reduced Crime
- Reduced Harm

Funding Recommendations and Decision

Funding applications will be reviewed by Administration, in consultation with other community experts in funding for mental health, addiction and crime prevention. Final funding recommendations will be made by Administration and approved by appropriate signing authorities. Information about all funding allocations will be provided to Council by memo and will be posted on calgary.ca.

Revised Prevention Investment Framework with Mental Health and Addiction Lens

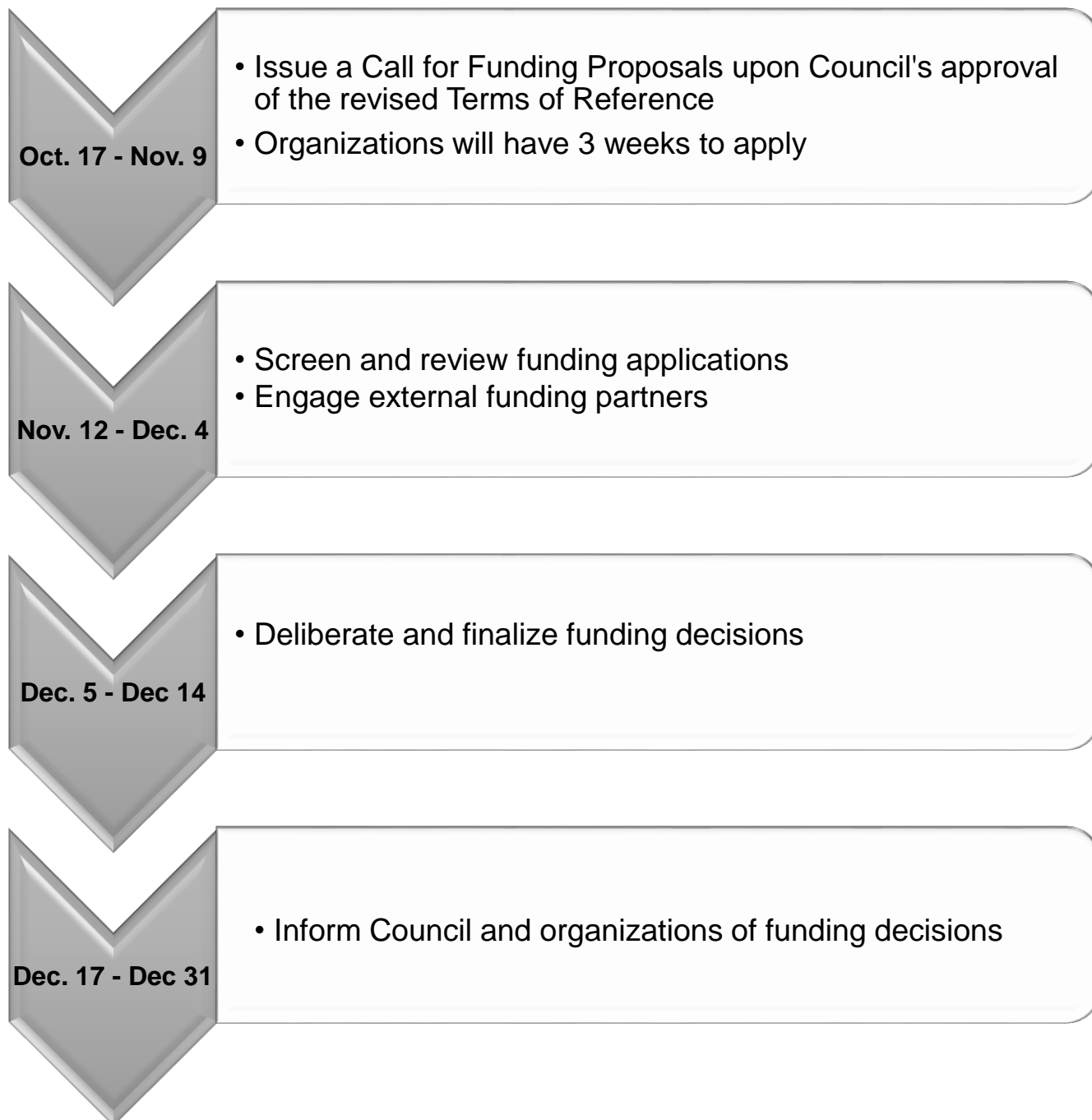
Funding Proposal Evaluation Criteria



- ¹ Suggested citation: Addiction and Mental Health Collaborative Project Steering Committee. (2015). *Collaboration for addiction and mental health care: Best advice*. Ottawa, Ont.: Canadian Centre on Substance Abuse.
- ² Alberta Mental Health Review Team. (2015) *Valuing Mental Health: Report of the Alberta Mental Health Committee*. Edmonton, AB.
- ³ City of Calgary. (2017). *Crime Prevention Investment Plan*. Calgary, AB.

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2018 Implementation Timelines



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Safer Mobility Plan Annual Report 2018 - Deferral

EXECUTIVE SUMMARY

Administration requests to defer the update of the 2018 Safer Mobility Report to the 2018 December session of the SPC on Transportation and Transit. This will better balance the agenda and allow for a more wholesome discussion of the recommendations based on One Calgary deliberations and recent Council direction on speeds limits. This report typically provides an annual update on The City of Calgary's (The City) programs for improving safer mobility and summarizes various traffic safety issues in Calgary, identifies focus areas for improvement and presents strategies to achieve these goals, with an overall focus on reducing the number of fatal and injury collisions.

ADMINISTRATION RECOMMENDATION:

That the SPC on Transportation and Transit recommends that Council defer the report on the Safer Mobility Plan Annual Report and report back to the SPC on Transportation and Transit on 2018 December 6.

RECOMMENDATION OF THE SPC ON TRANSPORTATION AND TRANSIT, DATED 2018 OCTOBER 04:

That the Administration Recommendation contained in Report TT2018-1110 be approved.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2017 December 18 at the Regular Meeting of Council, Council approved that with respect to Report TT2017-1121, that Council receive this report for information; and Direct Administration to report back to the SPC on Transportation and Transit with a proposed traffic safety plan for 2019-2022 by Q3 2018.

BACKGROUND

The City carries out projects and activities to improve road safety for all users and pilot new technologies as part of the Transportation Department's mission to provide a safe transportation system. The Safer Mobility Plan was developed to align and direct these traffic safety efforts and to identify future actions. The plan also provides direction on collaboration efforts with internal and external stakeholders to achieve improvements in safety. Annual collision data reviews are completed to identify issues, trends and opportunities for safety improvements.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Stakeholder Engagement, Research and Communication

This will be detailed in the forthcoming report.

Strategic Alignment

This will be detailed in the forthcoming report.

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Safer Mobility Plan Annual Report 2018 - Deferral

Social, Environmental, Economic (External)

This will be detailed in the forthcoming report.

Financial Capacity

Current and Future Operating Budget:

This will be detailed in the forthcoming report.

Current and Future Capital Budget:

This will be detailed in the forthcoming report.

Risk Assessment

There are no known risks from this deferral request.

REASON(S) FOR RECOMMENDATION(S):

Administration is requesting the deferral to better align plans with One Calgary budget deliberations and to incorporate Council direction related to changes in speed limits.

ATTACHMENT(S)

None

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Hyperloop Development and Testing in Calgary

EXECUTIVE SUMMARY

Hyperloop is a proposed mode of freight and passenger transportation that uses a vacuum tube system to propel pods at high speeds (over 1,000 km/h) over long distances. While the idea of using a vacuum tube to transport people and goods has been around for over a century, hyperloop has recently been made popular by Tesla and SpaceX founder Elon Musk, when he announced in 2012 that the hyperloop would be the “fifth mode of transport” (the others being: roadway, water, air and rail). Several hyperloop companies have emerged since Musk’s 2012 announcement including Virgin Hyperloop One, Hyperloop Transportation Technologies (HTT), DGWHyperloop, and TransPod. There are no functioning hyperloops in service, and only two test tracks in the world – the Virgin Hyperloop One 500 m test track in the Nevada Desert and the SpaceX subscale model in Hawthorne, California.

In 2017, a hyperloop company approached The City of Calgary looking to establish a research office, and construct a 10 km test track in Alberta. The hyperloop company investigated several locations for tests tracks outside of Calgary city limits. Administration supports the development of a privately funded test track outside the city boundary due to the economic and research benefits that could arise from its development. However, due to the hyperloop technology still being in a conceptual/developmental stage, regional plans should not be changed to account for it, and the development of a test track within city boundaries is not recommended.

The decision to allow for the construction and operation of a hyperloop test track falls outside of The City of Calgary’s jurisdiction. The Government of Alberta is in ongoing discussions with the hyperloop company regarding the company’s interest in moving forward with a safe and suitable hyperloop test track location in the province.

If a hyperloop test track does move forward near Calgary, The City will be able to provide transportation data, staff expertise and can work to understand how The City can assist in its success. In reviewing the Hyperloop concept administration consulted with Calgary Economic Development, Innovate Calgary, University of Calgary, TransPod, Delta Loop, State of Nevada, City of Edmonton and the Provincial and Federal Governments.

ADMINISTRATION RECOMMENDATION:

That the SPC on Transportation and Transit recommend that Council receive this report for information.

RECOMMENDATION OF THE SPC ON TRANSPORTATION AND TRANSIT, DATED 2018 OCTOBER 04:

That Council receive Report TT2018-1054 for information.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2017 September 11, Council unanimously approved Notice of Motion, NM2017-33, with the following direction:

ADOPT, Moved by Councillor Carra, Seconded by Councillor Pootmans, that Councillor Carra’s Motion, NM2017-33 be adopted, after amendment, as follows:

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Hyperloop Development and Testing in Calgary

NOW THEREFORE BE IT RESOLVED that Administration, in collaboration with Calgary Economic Development, Innovate Calgary and post secondary institutions and within existing budgets, support the development of a research centre and test track as the first steps in determining the viability of this technology and report on progress to the SPC on Transportation and Transit no later than Q2 2018

On 2018 June 25, Council approved a deferral report to defer the Hyperloop Development and Testing in Calgary report to no later than the 2018 October meeting of the SPC on Transportation and Transit.

BACKGROUND

Hyperloop

Hyperloop is a proposed mode of freight and passenger transportation that uses a vacuum tube system to propel pods at high speeds (over 1,000 km/h) over long distances. The hyperloop technology serves as a potential future alternative to high-speed rail (HSR). While the idea of using a vacuum tube to transport people and goods has been around for over a century, hyperloop has recently been made popular by Tesla and SpaceX founder Elon Musk, when he announced in 2012 that the hyperloop would be the “fifth mode of transport” (the others being: roadway, water, air and rail). Several hyperloop companies have emerged since Musk’s 2012 announcement including Virgin Hyperloop One, Hyperloop Transportation Technologies (HTT), DGWHyperloop, and TransPod.

Hyperloop test tracks

There are no operating hyperloops in existence and currently only two test tracks in the world:

1. Virgin Hyperloop One’s 500 m test track is in the desert 30 minutes north of Las Vegas. In conversations with the State of Nevada, this location was deemed acceptable as it did not endanger the public or property; in case of an accident, only the surrounding desert would be impacted. The Nevada government was supportive of the test track largely due to the private capital investment of over \$120 million USD and the creation of 100 new jobs.
2. A 1.6 km subscale model (a six-foot outer diameter) has been constructed adjacent to SpaceX’s headquarters in Hawthorne, California. Since 2015, SpaceX has hosted a university hyperloop pod competition, which challenges university teams to design and build the best / fastest transport pod and test it at the test track.

Proposed Hyperloop projects

1. In April 2018, HTT started construction of a 320 m test track near its research and development centre in Toulouse, France. It will be the first test track of Hyperloop in Europe. HTT are looking to build a commercial hyperloop in Abu Dhabi for Expo 2020.
2. In February 2018, Virgin Hyperloop One announced it is proposing building a 700 km hyperloop in India between Prune and Mumbai, which would connect around 26 million people. Virgin is looking to construct a 10 km test track in the area, prior to starting the full

Hyperloop Development and Testing in Calgary

line. Virgin Hyperloop One also reached an agreement in August 2018 with Spanish state-owned rail infrastructure company, Adif, to build a \$500 million research centre in Spain.

3. TransPod has secured 50 million euros of funding and has put in an application to build a 3 km, 2 m diameter test track near Limoges, France.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Role of the Municipal Government

The City of Calgary has a limited role when it comes to the development of hyperloop technology for use over long distances. The Government of Alberta has jurisdiction over the use of any provincial highway right-of-way as well as intra-provincial short-line railway standards, while the Government of Canada has jurisdiction over federal railways and related standards.

Land

It is recommended that if a hyperloop test track is built, it is constructed in an isolated area, much like the Nevada test track.

Funding

The City will be able to provide transportation data and staff expertise. The decision to allow for the construction and operation of a hyperloop test track outside of Calgary falls outside of The City of Calgary's jurisdiction. The Government of Alberta and/or the Government of Canada would be largely responsible for hyperloop or other high speed intercity transit technologies.

Stakeholder Engagement, Research and Communication

Administration consulted with Calgary Economic Development, Innovate Calgary, University of Calgary, TransPod, Delta Loop, State of Nevada, City of Edmonton and the Provincial and Federal Governments. The stakeholder engagement, research and communication results are attached to this report.

Strategic Alignment

The only City document that references the hyperloop technology is the Future of Transportation report. The Calgary Transportation Plan looks at high speed rail connections to Edmonton.

Future of Transportation – The hyperloop technology is identified as a “medium impact” technology that is in the “concept / prototype stage”. It was recommended that regional plans should not be modified for the technology, and The City should monitor developments with the technology.

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Hyperloop Development and Testing in Calgary

Social, Environmental, Economic (External)

Hyperloop test tracks and research centres could attract specialized engineers and researchers in addition to the direct and indirect construction jobs.

Once proven, hyperloop technologies may provide significant travel time savings for people and businesses and could reduce CO2 emissions.

Financial Capacity

Current and Future Operating Budget:

The information contained in this report contains no decisions that would impact operational budgets.

Current and Future Capital Budget:

The information contained in this report contains no decisions that would impact capital budgets.

Risk Assessment

It was determined that a hyperloop test track should be outside city limits. Construction of a test track away from built up areas is consistent to what is occurring globally with other hyperloop test tracks.

REASON(S) FOR RECOMMENDATION(S):

The development of a privately funded test track outside the city boundary is supported by The City due to the economic and research benefits that could arise from its development. However, due to the hyperloop technology still being in a conceptual/developmental stage, regional plans should not be changed to account for it, and the development of a test track adjacent to a roadway or built up area is not recommended.

ATTACHMENT(S)

1. Hyperloop Stakeholder Engagement

Hyperloop Stakeholder Engagement

Administration consulted with Calgary Economic Development, Innovate Calgary, University of Calgary, TransPod, Delta Loop, State of Nevada, City of Edmonton and the Provincial and Federal Governments. Below is a summary of the consultations.

Calgary Economic Development

Calgary Economic Development can provide a number of services if a hyperloop project in the Calgary region moves forward including: assist with real estate needs, talent attraction from Calgary and international markets, business to business and business to government connections, market and industry research on Calgary, trade and global development, and marketing. Calgary Economic Development has advised that companies can apply through the formal OCIF channels for funding.

Innovate Calgary and The University of Calgary

A workshop was held at The University of Calgary in 2017 May on the hyperloop, with Innovate Calgary in attendance. The University of Calgary sees some research potential for the civil engineering faculty if a hyperloop was to be constructed, however the university noted that the hyperloop is not an area of focus and no follow up work has occurred since the 2017 workshop.

The State of Nevada

Administration talked with the State of Nevada about their role in the privately funded Virgin Hyperloop One test track located outside of Las Vegas. They stated that they were supportive of the private investment made by the company and provided details to City Administration on the history of the test track.

City of Edmonton

The City of Edmonton is preparing a Smart Transportation Action Plan, the purpose of which is to guide decision-making around actions that The City should take to prepare for - and in some cases advance - automated, connected, shared and mobility. As part of the development of the Action Plan, The City is engaging an international subject matter expert (SME) panel with expertise in mobility, transportation, and urban planning.

Hyperloop was identified as one of the possible future mobility technologies along with others and presented to the SME panel to advise on the applicability of the technology to Edmonton and how Edmonton could prepare for it. The panel's findings included:

- Hyperloop technology is a mobility solution that addresses land-based, long distance, high-speed transport needs between major urban hubs.
- From an urban perspective, there are likely more important priorities for cities to consider and prepare for in the short term.

Hyperloop Stakeholder Engagement

- The technology would likely require an abundance and allocation of long, linear tracks of land to accommodate.
- Hyperloop is still undergoing testing so there is still a lot of unknowns and uncertainty as to when it will be available and the operational needs that will be required.

Based on this feedback from the SME panel, the City of Edmonton is not currently pursuing hyperloop technology as an immediate priority in their Smart Transportation Action Plan.

Provincial Government

Administration contacted The Government of Alberta to understand their position with respect to hyperloop technology. The Government of Alberta is in ongoing discussions with a hyperloop company to move forward with a safe and suitable hyperloop test track location in the province. At this time, none of the proposed test track sites are adjacent to or within the city of Calgary city limits. Alberta Transportation officials will be in contact with The City of Calgary if any such locations are proposed or under consideration in the future.

Administration understands that The Government of Alberta welcomes the development of new and innovative businesses in the province. Such businesses can support Alberta's economic diversification and growth, as well as contribute to social and environmental vitality.

Federal Government

Transport Canada provided the following statement regarding the hyperloop technology:

Transport Canada's Innovation Centre is closely following developments with respect to Hyperloop technology on behalf of the department. For example, the Centre, through its Clean Rail Academic Grant Program, is funding preliminary research into this technology. The Clean Rail Academic Grant Program is part of the Government of Canada's efforts to reduce emissions from the rail sector, and to support research into new and emerging clean rail technologies. The program provides grants to support academic researchers that are developing emission-reduction technologies and practices.

Further research, analysis and pilot deployments are likely required, prior to identifying potential regulatory requirements, guidelines, or industry standards that could emerge as a result of a potential Canadian Hyperloop deployment.

The Innovation Centre is considering conducting an in-depth analysis of the technology over the next fiscal year, including potential policy, technical and regulatory issues. Should this work be approved, they will be in touch to discuss potential collaboration opportunities.

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Green Line Update

EXECUTIVE SUMMARY

This report constitutes the Green Line update for 2018 Q3. The primary activity for 2018 Q3 has been undertaking a constructability review, focused on delivering the Stage 1 project from 16 Avenue North to 126 Avenue Southeast. The goal of the constructability review has been to maintain the Council approved program objectives while balancing quality and planning for the safest work methods. The constructability review is nearing completion, with the intent of finalizing a Stage 1 reference concept design that will be moved into procurement.

Concurrently with the constructability review, enabling works have been underway focused on improving project readiness. Enabling works include land acquisition, clearing the right-of-way including relocation of two existing land fills, demolition of buildings, and utility relocation.

Preparation for the upcoming procurement is also underway with the development of light rail vehicle specifications, and technical project requirements. The procurement strategy will be revisited following finalization of the constructability review prior to proceeding to the market.

In 2018 April, The Government of Canada Treasury Board provided final approval for the Green Line Stage 1. The Federal government has signed an Integrated Bilateral Agreement (IBA) with Alberta, providing Alberta with the right to negotiate, on behalf of both Governments, an Ultimate Recipient Agreement (URA) with The City. This URA will cover terms & conditions for both the Federal \$1.53 billion as well as the Provincial \$1.53 billion of funding. Negotiations between the Province and the City are on-going, and the URA is expected to be in final form for execution in the next two months.

A summary of the funding approved and still requiring approval are:

- \$360.6 million - Enabling Works and Right of way preparation – Approved and Funded;
- \$4.65 billion - Stage 1 Project – Pending Finalization of URA and Final Council Approval;
- \$23.7 million/year until 2044 - Green Line debt servicing – Approved and Funded; and
- \$40 million/year (2016-dollar net operating costs) - not yet Approved or Funded.

The constructability review has identified a number of opportunities that will increase the cost certainty, mitigate risk, and reduce the construction impact of the project. One of the largest opportunities is utilizing a large single bore tunnel versus a more conventional double-bore tunnel configuration. Details regarding the opportunities identified will be presented to Committee at the 2018 Q4 project update.

ADMINISTRATION RECOMMENDATION:

That the SPC on Transportation and Transit recommend that Council receive this report for information.

RECOMMENDATION OF THE SPC ON TRANSPORTATION AND TRANSIT, DATED 2018 OCTOBER 04:

That Council received Report TT2018-1089 for information.

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Green Line Update

PREVIOUS COUNCIL DIRECTION/POLICY

At the 2018 May 28 Regular Meeting of Council, Green Line Director Introduction (Verbal), C2018-0649. A PowerPoint presentation entitled "Green Line Introduction," dated 2018 May 28, with respect to Report C2018-0649, was distributed. Moved by Councillor Keating Seconded by Councillor Gondek that Council receive the Verbal Report for information. Green Line Committed to quarterly updates.

At the 2018 March 19 Combined Meeting of Council, Report PFC2018-0207 (Green Line Light Rail Transit Project Delivery Model Recommendation) was approved as follows:

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

At the 2017 June 26 Regular Meeting of Council, Report TT2017-0534 (Green Line LRT Alignment and Stations: 160 Avenue N to Seton) was approved as follows:

1. Adopt the recommended alignment and station locations for the Green Line Light Rail Transit (LRT) long-term vision from 160 Avenue N to Seton as per Attachment 1 and 3; and
2. Adopt the recommended Green Line Urban Integration (GLUI) for the full Green Line LRT from 160 Avenue N to Seton as per Attachment 2;
3. Direct Administration to report back no later than Q1 2018 with a Stage 1: 16 Avenue N to 126 Avenue SE project update including a recommended contracting strategy and future staging approach; and
4. Direct Administration to bring this report forward to the 2017 June 26 Regular Meeting of Council along with the associated reports from the SPC on Community and Protective Services (CPS2017-0469) and the SPC on Planning and Urban Development (PUD2017-0471).

Council provided the following direction to Administration at the 2017 May 15 Strategic Meeting of Council:

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1. Proceed with Stage 1 Project based on: 16 Avenue N (Crescent Heights) to 126 Avenue SE (Shepard) subject to Council's final approval of the alignment, station locations and transit-oriented development concept plans based on the Class 3 capital estimate of \$4.65 billion construction cost contingent on securing funding as per #2 and #3 below;
2. Prepare the required business case(s) for submission to the Government of Canada to support a request of \$1.53 billion plus financing to support the Stage 1 Project;
3. Prepare the required business case(s) for submission to the Government of Alberta to support a request of \$1.56 billion plus financing to support the Stage 1 Project;
4. Request the Mayor to work with administration in the beginning making the case for funding of the rest of the line, beginning as soon as possible;
5. Direct Administration to bring a revised financial strategy, pending confirmation of federal and provincial funding, and including capital, financing and operating cost models, to Council as part of the 2018 Business Plan and Budget deliberations; and
6. Direct that Attachment 2 and Distribution #3 remain confidential pursuant to Sections 24(1)(a), 24(1)(b) and 25(1)(b) of the Freedom of Information and Protection of Privacy Act, until the Green Line construction has been completed.

MOTION ARISING, at the 2017 May 15 Strategic Meeting of Council moved by Councillor Chu, Seconded by Councillor Keating, that with respect to Report C2017-0467, Council direct Administration to:

1. Develop timeline scenarios for building the remainder of the Green Line showing the construction timelines assuming funding is secured for stations north of 16 Avenue N and south of 126 Ave SE;
2. Seek funding options so that the remainder of the line can be constructed without interruption once the opening day scenario is completed;
3. Continue land acquisition of Centre Street North properties on an opportunity basis and develop funding options, in advance of construction; and
4. Host open houses to provide residents and businesses who are not part of the opening day scenario with information regarding the completion of the Green Line including land acquisition.

BACKGROUND

Following the approval of the Green Line long-term vision and Council direction to proceed with the Stage 1: 16 Avenue N to 126 Avenue SE project at the 2017 June 26 Regular Meeting of Council, Administration has transitioned from the planning phase to the project execution phase. The initial step in the execution phase has been developing a constructability review of the entire alignment and a new detailed CAPEX cost estimation for the Council approved Stage 1: 16 Avenue N to 126 Avenue SE project scope.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Design Update

Administration is nearing completion of a constructability review, which has entailed an extensive review and value-engineering exercise. The constructability review identifies, confirms and validates the construction means and methods; mitigates and reduces risk through

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engineering and design; and evolves until the optimum design that achieves project objectives is determined. The review must confirm that the project meets operational requirements, and that problems that may cause costly construction changes are identified and mitigated early in the process. The end outcome of the review is to ensure that the project is biddable, buildable, and cost-effective.

The constructability review has identified critical construction risks, and the value engineering review is identifying opportunities for efficiencies and to manage the scope within the approved funding. To identify value engineering opportunities, a concerted effort was made to challenge stated project constraints and assumptions. The intent is to identify the highest value project by optimizing the trade-off between quality and cost.

The following process was undertaken for the review:

- Guidelines to enhance the probability of a cost-efficient buildable project were established for engineers, designers and planners;
- Key engineering, design, and procurement deliverables that are assumed to have the greatest bearing on the ability to construct the project were outlined;
- Construction means, and methods scenarios based on engineering, design and planning assumptions were built to improve safety, quality, cost and schedule; and
- Execution risks and opportunities were identified, and various solutions were developed.

The significant design elements under review have focused on the highest risk areas, specifically the downtown tunnel segment. The initial design concept focused on a double-bore tunnel, while the constructability review has focused on a single-bore tunnel. The objective of the single-bore tunnel is to optimize station construction impacts and costs while maintaining the customer experience, functionality and aesthetics. The single-bore tunnel increases the horizontal curve geometry which will result in minor changes to the horizontal alignment which is currently being evaluated. Additionally, the station configurations will be different between the double-bore and single bore tunnel and administration is currently evaluating the impacts of the single-bore stations.

Cost Estimate and Schedule Update

This constructability review will improve the quality of our procurement package. It is producing project cost estimates and schedule documents that have a higher level of certainty than previous versions. The cost estimate was stressed tested by using a bottom-up approach where labour, material, equipment, and productivity rates were established at a task level for every construction component.

Administration remains focused on delivering the Stage 1 project within the approved funding, but additional work needs to be completed to establish that the project can be delivered at an increased level of certainty.

Inflight Work Update

Concurrently with the constructability review, enabling works has been underway focused on improving project readiness. Enabling works include land acquisition, clearing the right-of-way including relocation of two existing land fills, demolition of buildings, and utility relocation. Attachment 1 outlines some of the inflight work completed to date and currently underway.

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Next Steps

Critical imminent milestones:

- Completion of constructability review for Stage 1 that meets Council objectives within approved funding
- Completion of Project Execution Plan informed by constructability review
- Review of procurement strategy
- Finalization and release to market of procurement documents

Upcoming Green Line Reports to Committee and Council

The following reports are scheduled to come to Committee and Council to provide additional updates on the Green Line project:

- 2018 October 10 – SPC on Utilities & Corporate Services - Update on Stage 1 Green Line Property Acquisitions
- 2018 Q4 – SPC on Community and Protective Services - City Shaping Update
- 2018 Q4 – SPC on Transportation and Transit – Green Line Update
- 2018 Q4 – SPC on Priorities and Finance - Recommended capital budgets for approval including financing and confirmation of funding from the other orders of government for the Project.
- 2019 Q1 – SPC on Planning and Urban Development - TOD update

Strategic Alignment

Social, Environmental, Economic (External)

Stakeholder Engagement, Research and Communication

Engagement for Green Line has been ongoing and has focused on the following:

- Station area stakeholders “Green Line in My Community” - input on station area aesthetics and the preliminary station architecture was gathered;
- Lessons learned from other jurisdictions; and
- Interdepartmental design workshops were conducted.

Input from all stakeholders has been critical to the reference concept design and cost estimate reviews.

Strategic Alignment

Social, Environmental, Economic (External)

The project aligns with social, environmental and economic priorities of The City and the priorities of the provincial and federal governments. Green Line is designed to improve quality of life by providing people with options on how to move, work, live, and play, and allows more affordable access to essential community services.

As part of its alignment with environmental priorities, the Environmental Management Program (EMP) focuses on realization of greenhouse gas (GhG) reduction benefits. The Green Line Project is tasked with satisfying City of Calgary, and Federal and Provincial funding partner requirements that include: climate resilience reporting; environmental assessments; First Nations consultation; application of the Envision management system; and the provision of technical environmental requirements and guidelines to satisfy the procurement process.

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Financial Capacity

Current and Future Operating Budget:

Current operating expenditures for the Project are capitalized as incurred and are funded by a combination of the Enabling Works Budget of \$360.6 million, and previously approved Council funding of \$1.56 billion, depending on the nature of the expenditure (refer to Capital Budget section below for additional detail).

On 2017 May 15, and 2017 Nov 27, a preliminary estimate was provided to Council for the initial full year net operating costs of Green Line. This estimate is \$40 million/year, in 2016 dollars. This estimate will be updated once the major construction contract has been awarded and the construction schedule is set. Operating costs at revenue service are not currently funded.

In addition to operating costs post service commencement, the Project will incur debt servicing costs related to any portion of the funding that is received after Project completion. On 2017 Nov 27, an updated estimate of projected interest expense was presented to Council. Council approved the allocation of \$23.7 million/year until 2044 toward Green Line debt servicing. Actual debt servicing will be dependent on a combination of interest rates, timing of expenditures and any potential change in the funding schedule.

Current and Future Capital Budget:

In April 2018, the Government of Canada Treasury Board provided final approval for Green Line to be an eligible project under Canada's Investing in Canada Infrastructure Program (ICIP). The Federal government also signed an Integrated Bilateral Agreement (IBA) with Alberta. This IBA provides Alberta with the right to negotiate, on behalf of both Governments, an Ultimate Recipient Agreement (URA) with The City. This URA will cover terms & conditions for both the Federal \$1.53 billion as well as the Provincial \$1.53 billion of funding.

Negotiations between the Province and the Green Line Project are on-going, and the URA is expected to be in final form for execution in the next two months. This funding, in combination with the previously approved City funding, will support the Project's \$4.65 Stage 1 expenditure.

The Project had earlier received funding for its Enabling Works projects, which are related to preparing the right-of-way for the Project's major construction. The Enabling Works budget is \$360.6 million, and is provided by funding programs from the three orders of government that is separate from the main Project's funding (Federal Public Transit Infrastructure Fund (PTIF) 1 = \$111 million, Provincial 50% PTIF match = \$55.5, Provincial Green Trip = \$92.4 million, City 50% match of PTIF 1 & Green Trip = \$101.7 million)

The full Project Capital Budget will be brought forth for Council approval after the Ultimate Recipient Agreement is finalized with the Province.

Risk Assessment

The Green Line Program risks are being tracked and actioned. The following risks are assessed as top priority:

1. Timeline
 - Resolution of all design decisions and conclusion of the design is key to completing the constructability review and preparing and releasing to market the procurement documents, all of which can impact ultimate project timelines and costs.
2. Land Acquisition

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- Resolution of land impacts is critical to ensure timely access for construction. A land acquisition dashboard has been developed to track and manage each property file.
- 3. Stakeholders
 - In anticipation of the management of community and business impacts during construction, Administration is developing a strategy that includes lessons learned from previous projects and other jurisdictions.
- 4. Procurement
 - The procurement strategy will be revisited following finalization of the constructability review prior to proceeding to the market. If a change in the procurement strategy is recommended from the currently approved strategy a report will be taken to the SPC on Priorities and Finance Committee.
 - Administration is working to implement opportunities to engage the private sector in discussions around the best methods to build the Green Line. This must be considerate of following a fair, open, and transparent procurement process.
 - Administration has identified a need to accelerate the relocation of existing utilities. An innovative approach to the relocation of utilities is required due to the extensive number of utilities to be relocated and the potential impact to the main construction project.

REASON(S) FOR RECOMMENDATION(S):

This report is the first in a series of ongoing quarterly updates that will be provided to the Transportation and Transit Committee to update Committee and Council as to the progress of the Green Line project. The focus of 2018 Q3 has been a constructability review which has identified a number of opportunities that will increase the cost certainty, mitigate risk, and reduce the construction impact of the project.

ATTACHMENT(S)

1. Attachment 1 – Green Line LRT Stage 1 Inflight Work Summary

Green Line LRT Stage 1 Inflight Work Summary

Enabling Works			
Project Title	Description	Status	Construction Progress
Highfield Landfill Remediation	Removal of waste from landfill location	Ongoing, construction to be complete Q4 2018. Minor clean-up planned for 2019 (including landscaping).	90% complete
Highfield Blvd Waste Removal	Removal of waste from under Highfield Blvd (adjacent to landfill)	Ongoing, construction to be complete Q4 2018.	80% complete
CN Reconfiguration at Highfield	Relocation of CN tracks and utilities	Construction start Q4 2018. Completion planned for Q4 2019.	-
Inglewood/Ramsay Utility Relocations at Jefferies Park	Relocation of numerous utilities	Construction start Q2 2019. Completion planned for Q4 2019.	5% complete (material has been ordered).
Bonnybrook WWTP Relocation of Utilities	Relocation of numerous utilities	Ongoing, construction to be complete Q2 2019	15% complete.
42 Avenue SE Waterline	Water main upgrade to facilitate other water main shut-downs required for Green Line	Substantially complete	99% complete.
Utilities Investigation	Hydrovac program in Centre City to identify utility conflicts	Ongoing, investigation complete Q4 2018	20% complete.
Pop Davies Area	Regrading of Millican Rd for Park and Ride facility. Construction of parking lot at South to replace parking along Ogden Rd	Tender targeted for Q4 2018	-
Douglas Glen Transit Improvements	Construction of a new transit only road to facilitate station construction during main contract without transit disruption	Construction complete	100% complete
78th Ave SE Tunnel and Road Works	Construction of CP underpass and associated road infrastructure to enable closure of 69 Ave SE	Construction start Q1 2019	-
Shepard Sludge Line Relocation	Removal of conflicts from GL alignment	Construction complete	100% complete
Ogden Landfill	Removal of waste from landfill location	Ongoing, construction to be complete Q4 2018	90% complete
Building Conflicts	Acquisition and demolition of properties	Ongoing	10 Demolished 26 Scheduled for demolition

Green Line LRT Stage 1 Inflight Work Summary

Shallow Utilities	Resolution of shallow utility conflicts	Ongoing	30% complete
Elbow to Shepard Deep Utilities Conflicts Resolution	Resolution of deep utility conflicts	Ongoing	48% complete
City Shaping			
Milestones	Community Support Initiative	Project Input	Community Enhancement Projects
Q1 2018	- Data gathering placemaking tool developed - Baseline data gathered at Westbrook and Sunalta stations	- Provide input into the Area Redevelopment Plans/Area Structure Plans	- Coordinate with stakeholders from Community Services to develop a toolkit
Q2 2018	Three (3) pilot placemaking events held at Westbrook and Sunalta Stations	City Shaping included in the Green Line Technical Project Requirements document.	City Shaping toolkit developed.
Q3 2018		- Feasibility Analysis for the GL Railway Garden Initiative - Pilot GBA+ tool as part of the stations design	
Transit Oriented Development (TOD)			
Milestones	Description	Status	Progress
Q1 2018	-Established population targets within 400m and 1000m of GL to base Key Performance Indicators for Provincial and Federal Funding Partners	Ongoing	Monitoring progress through annual census data
Q2 2018	-Drafted an Updated TOD Policy Guidelines Document to replace 2005 version -Created a specific CPAG Team for Stage 1 Applications along the Green Line	Ongoing Ongoing	-Second draft to be circulated internally – Mid October -Fully functioning team reviewing the Development Liaison Application for Stage 1
Q3 2018	-Finished the development of Project Charter for TOD Strategy – Approved by TOD Working Group and Steering Committee	Complete	Implementing

**Planning & Development Report to
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**ISC: UNRESTRICTED
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Assessment and Tax Circumstances Report

EXECUTIVE SUMMARY

Council approval is needed to cancel taxes accrued in individual tax accounts. This report is presented to Council twice annually and this is the second report this year. The report includes the applicable 2016 and 2017 taxes accrued in property and business accounts that meet Administration's criteria for prior year tax cancellation. This report also includes the applicable municipal property taxes for non-profit organizations that applied and qualified for tax cancellations under the *Non-Profit Tax Mitigation Policy*.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommend that Council under the authority of section 347 of the *Municipal Government Act*:

1. Cancel property and business taxes for the amounts listed in the Attachment 1.
2. Cancel 2018 municipal property taxes for the qualifying non-profit organizations for the amounts listed in Attachment 2.
3. That Report PFC2018-1118 be forwarded to the October 15, 2018 Meeting of Council.

**RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, DATED 2018
OCTOBER 02:**

That Council under the authority of section 347 of the *Municipal Government Act*:

1. Cancel property and business taxes for the amounts listed in the Attachment 1.
2. Cancel 2018 municipal property taxes for the qualifying non-profit organizations for the amounts listed in Attachment 2.

PREVIOUS COUNCIL DIRECTION / POLICY

Section 305 of the MGA does not allow assessors to change the property or business information in an assessment account, or the resulting assessment value, after the end of the tax year to which the assessment applies. In certain circumstances, Administration will recommend that Council consider exercising its discretionary taxation power under section 347 of the Municipal Government Act (MGA) to cancel taxes that correspond to property or business assessment rolls of prior tax years.

Section 203 of the MGA specifies that Council may not delegate its powers with respect to taxes, including its authority to cancel, reduce or refund prior year property and business taxes. Through the City of Calgary Charter, Council has the option to delegate this authority through a Charter Bylaw as long as the total amount to be cancelled, refunded or deferred in a taxation year does not exceed \$500,000 in a calendar year. In June 2018, Council chose to exercise this option and establish Bylaw 1H2018, the Tax Penalty Cancellation Delegation Charter Bylaw, to allow Administration to adjust property tax penalties that qualify under the Compassionate

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Assessment and Tax Circumstances Report

Property Tax Penalty Relief Program set out in PFC2018-0325. Cancellations requested through the Assessment and Tax Circumstances Report are not related to that program or Bylaw.

At the 2018 December 15 Regular Meeting of Council, through C2014-0919, Council adopted the *Non-Profit Tax Mitigation Policy* to cancel the property taxes of non-profit organizations that paid tax during the construction period of their facility and whose subsequent use of the property met criteria for property tax exemption. The *Policy* is administered using the Assessment and Tax Circumstances Report for administrative efficiency.

BACKGROUND

Section 305 of the MGA does not allow assessors to change the property or business information in an assessment account, or the resulting assessment value, after the end of the tax year to which the assessment applies. In certain circumstances, Administration will recommend that Council consider exercising its discretionary taxation power under section 347 of the *Municipal Government Act* (MGA) to cancel taxes that correspond to property or business assessment rolls of prior tax years.

Section 203 of the MGA specifies that Council may not delegate its powers with respect to taxes, including its authority to cancel, reduce or refund prior year property and business taxes.

Tax Cancellations Related to Prior Years' Assessment Rolls

Property and business owners are reminded annually through various communication methods that they have a responsibility to inform the municipality of assessment errors or changes to their property or business in a timely manner. Section 305 of the MGA and section 7(a) of Business Tax Bylaw 1M2018 allow Administration to make corrections or amendments to property and business assessment rolls throughout the current tax year. A current year amendment to an individual assessment triggers a corresponding adjustment to the current year property taxes or business taxes for that individual account.

Inaccuracies in assessment rolls may result from a number of factors, including but not limited to: operational considerations associated with year-end assessment roll production, timing of communication between business units, incorrect data or mailing address information.

Generally, valid cancellation requests are for tax amounts that were levied as a result of one of the following four circumstances:

- Category I: a property or business assessment that was not corrected appropriately
- Category II: a tax exemption that was not processed or not processed correctly
- Category III: an incorrect issuance of a property or business assessment
- Category IV: a business account closure or move that was not processed or not processed correctly

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Assessment and Tax Circumstances Report

The inaccuracy must be reported within two years for the tax cancellation request to be considered for inclusion in this report.

Exempt Organizations and the Non-Profit Tax Mitigation Policy

The *Non-Profit Tax Mitigation Policy* adopted by Council through C2014-0919 provides criteria for circumstances in which Administration may recommend Council to cancel municipal taxes that correspond to a period when an eligible non-profit property was under construction.

Property tax exemptions are governed by the MGA and the *Community Organization Property Tax Exemption Regulation* (COPTER). Provisions in the legislation differ based on the use of the property and the nature of the organization that holds it. One of these differences is the tax treatment of non-profit-held property that is not in use because of construction or renovation. Property held by specific entities such as public institutions (e.g. hospitals, public colleges and universities) is exempt from property tax when it is under construction. Property that is held by non-profit organizations to be used for an approved activity (e.g. places of worship, chambers of commerce, food banks, and under certain conditions, arts and cultural activities) is not property tax exempt until it is actually in use for these purposes.

To be considered for municipal property tax cancellation under the *Non-Profit Tax Mitigation Policy*, organizations must attain a property tax exemption for the property under the provincial legislation. Until the property is completed and occupied, and being used for the exempt purpose, applicants must pay municipal and provincial property taxes. Once the *Policy* criteria are met, up to four years of the municipal taxes paid over the construction period are subject to retroactive cancellation.

For administrative efficiency and timeliness, the *Policy* has been implemented using the Assessment and Tax Circumstances Report as the mechanism to bring these to Council for approval.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Tax Cancellations Related to Prior Years' Assessment Rolls

Property and business owners are encouraged each year to review and, if needed, ask questions about their property and/or business assessments before the end of the 60-day Customer Review Period that follows each assessment notice mailing.

Assessment sometimes receives requests for the cancellation of taxes from prior tax years; these may come directly from taxpayers or from other City business units. The investigation of each request can include researching internal communications and records, speaking directly to the affected taxpayer and working with other relevant City staff.

Administration uses the following criteria to determine if the circumstances and corresponding property or business tax amounts should be brought forward to Council in this biannual report:

- the inaccuracy was reported within two years of the occurrence; and

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Assessment and Tax Circumstances Report

- Assessment was advised of the inaccuracy within the Customer Review Period in the year the inaccuracy occurred, but the correction was either not processed or incorrectly processed; or,
- the taxpayer was not aware and/or was not notified of the change in assessment and was unable to bring the inaccuracy to the assessor's attention within the Customer Review Period; or,
- the property or business assessment account was set up in error, and the assessment notice was sent to the wrong party; or,
- another business unit was notified by the taxpayer of a change to a business premises and Assessment was not notified during the applicable taxation year.

The recommended adjustments to business tax accounts in this report would cancel or reduce municipal business taxes, and Business Improvement Areas (BIA) levies where applicable. The levies are distributed to BIAs in January each year and adjustments are made in the following year if there are increases or decreases.

The recommended adjustments to the property tax accounts due to assessment roll corrections would cancel or reduce both the municipal and provincial property taxes. Upon cancellation, the provincial portion of the property tax is a cost to The City because the provincial government does not refund its portion.

The funds for both business tax and property tax cancellations are available through The City's prior years' tax cancellation budget, should Council decide to support the recommendation for tax cancellations included in this report. If Council chooses not to support the recommendation, the tax liabilities and amounts owed will remain as originally billed.

Individual requests for prior years' tax cancellation that met Administration's criteria are listed in Attachment 1.

Tax Cancellations Related to the Non-Profit Tax Mitigation Policy

To assist non-profit organizations in applying for tax-relief under the *Non-Profit Tax Mitigation Policy*, Administration provides information about the *Policy*, how to qualify and the application process on Calgary.ca, via email and by phone year-round.

Requests for the cancellation of municipal taxes related to exemptible property held during periods of construction come from non-profit organizations on an ongoing basis.

The *Policy* ensures that tax cancellations for properties and/or facilities that are under construction are conducted in an equitable and consistent manner through an open and transparent process. It uses the following criteria to determine if the circumstances and corresponding municipal property tax amounts should be brought forward to Council:

- a building permit for the site was issued after 2013 January 01, the date established in the *Policy*, and

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Assessment and Tax Circumstances Report

- the organization has filed the necessary application form to request tax cancellation under the *Non-Profit Tax Mitigation Policy* to Assessment, and
- the property and/or facility construction has been completed, and
- the property and/or facility is occupied by the organization and is being used for an exemptible purpose, and
- upon completion and occupancy, the organization has filed an application for property tax exemption under the MGA or COPTER to Assessment and the application has been approved.

The non-profit organization must meet all of the above criteria in order to qualify for a municipal tax cancellation under the *Policy*.

The value of the cancellation amount is based on municipal tax levied during the eligible period the property was under construction and is retroactive to the organization attaining property tax exemption under provincial legislation. The eligible period begins the year that the required application is submitted to Assessment. If the application is submitted in the same year that the building permit is issued, the eligible period begins as of the date the permit is issued. If the application is submitted in a year subsequent to the issuance of the building permit, the eligible period begins on January 01 of that year. The period ends either four years from the date that the eligible period begins or when the property becomes exempt from taxation, whichever is earlier.

At the time this report was prepared, two non-profit organizations have met the criteria for municipal property tax cancellation under the *Policy*. Applicants that meet all requirements will be brought forward to Council for tax cancellation consideration in future reports.

The recommended adjustment due to the *Non-Profit Tax Mitigation Policy* would cancel or reduce only the municipal property taxes in that organization's account. If Council chooses not to support the recommendation, the tax liabilities and amounts paid will remain as originally billed.

The individual tax amount cancelled for the qualifying *Non-Profit Tax Mitigation* applicants is listed in Attachment 2.

Stakeholder Engagement, Research and Communication

This report is a collaborative effort between Assessment, Business Registry, and Finance. Throughout the circumstance report process, the business units are in communication, ensuring appropriate investigation and analyses are conducted for an accurate reflection of the tax cancellations proposed.

Taxpayers and non-profits are contacted by City staff subsequent to their initial inquiry if additional information is needed to establish whether individual circumstances meet the tax cancellation criteria.

Planning & Development Report to
Priorities and Finance Committee
2018 October 02

ISC: UNRESTRICTED
PFC2018-1118

Assessment and Tax Circumstances Report

For tax cancellation requests related to prior years' assessment rolls, Assessment advises property or business owners listed in Attachment 1 if their requests are included in the report. A second letter advises them of Council's decision.

For tax cancellations related to the *Non-Profit Tax Mitigation Policy*, non-profits are advised of eligibility during the application or circumstance report process and those listed in Attachment 2 will be advised of Council's decision.

The accounts of approved tax cancellations are then adjusted by Finance and a refund is issued when necessary.

Strategic Alignment

The recommendations are in alignment with *Action Plan 2015-2018* and with the *Non-Profit Property Tax Mitigation Policy*.

Social, Environmental, Economic (External)

The taxpayers who own or hold the properties and businesses listed in Attachments 1 and 2 will receive tax cancellations or refunds.

Financial Capacity

Current and Future Operating Budget:

The total taxes recommended for cancellation are \$133,237.92. Finance has confirmed that there are sufficient funds in Corporate Costs (program 861) to accommodate the tax cancellations for the accounts proposed in Attachment 1 and 2. The total budget for the prior years' property and business tax cancellations in 2018 is \$1,000,000. The total budget for municipal tax cancellations proposed in Attachment 2 under the *Non-Profit Tax Mitigation Policy* is an additional \$1,000,000. At this time, no adjustments to future budget allocations are required to meet the tax cancellation requests set out in this report.

<i>Type of Tax</i>	<i>2018 Tax Cancellations (This Report)</i>
Property Tax - Non-NPTM Related	\$118,428.32
Business Tax	\$2,335.06
Property Tax - NPTM Related	\$12,474.54
Total	\$133,237.92

Current and Future Capital Budget:

There are no implications to the capital budget

Planning & Development Report to
Priorities and Finance Committee
2018 October 02

ISC: UNRESTRICTED
PFC2018-1118

Assessment and Tax Circumstances Report

Risk Assessment

No implications were identified.

REASONS FOR RECOMMENDATIONS:

Administration is prevented by legislative constraints from (1) making corrections to tax accounts relating to prior years' assessment and tax rolls, and (2) providing tax exemptions to otherwise eligible non-profit organizations whose properties are under construction. The accounts brought forward to Council were identified using the criteria within this report. The tax liabilities and amounts owed will remain as originally billed without Council approval.

ATTACHMENTS

1. Attachment 1 – List of Tax Cancellations Related to Prior Years Assessment Rolls
2. Attachment 2 – List of Tax Cancellations Related to the Non-Profit Tax Mitigation Policy

List of Proposed Tax Cancellations Related to Prior Years' Assessment Rolls

List of Proposed Tax Cancellations Related to Prior Years' Assessment Rolls

Issue #	Roll Number	Account Address	Tax Cancellation (\$)	Reasons
<u>PROPERTY TAX CANCELLATIONS</u>				
2016				
1	200152262	4669 Westwinds Drive NE	\$53,842.40	Category II: a tax exemption that was not processed or not processed correctly
2	034082602	3904 1 ST NE	\$5,320.92	Category II: a tax exemption that was not processed or not processed correctly
2017				
3	073989543	#354 6220 17 AV SE	\$77.37	Category III: an incorrect issuance of a property or business assessment
4	202318036	151 Sage Hill Boulevard NW	\$13,697.30	Category II: a tax exemption that was not processed or not processed correctly
5	759074909	197 Bridlewood Close SW	\$245.89	Category II: a tax exemption that was not processed or not processed correctly
6	140162900	244 Queen Alexandra RD SE	\$422.08	Category II: a tax exemption that was not processed or not processed correctly
7	066165200	2009 10 AV SW	\$2,225.43	Category I: a property or business assessment that was not corrected appropriately
8	202073557	82 Cranbrook Hill SE	\$714.78	Category III: an incorrect issuance of a property or business assessment
9	202357083	3800 Point McKay Rd NW	\$7,324.16	Category III: an incorrect issuance of a property or business assessment

List of Proposed Tax Cancellations Related to Prior Years' Assessment Rolls

Issue #	Roll Number	Account Address	Tax Cancellation (\$)	Reasons
<u>PROPERTY TAX CANCELLATIONS</u>				
10	164013302	7680 11 AV SW	\$4,393.72	Category I: a property or business assessment that was not corrected appropriately
11	171008303	9041 9 AV SW	\$4,474.94	Category III: an incorrect issuance of a property or business assessment
12	171008402	9055 9 AV SW	\$2,817.71	Category III: an incorrect issuance of a property or business assessment
13	164006504	7010 11 AV SW	\$22,871.62	Category III: an incorrect issuance of a property or business assessment
			\$118,428.32	Total Property Tax Cancellation

List of Proposed Tax Cancellations Related to Prior Years' Assessment Rolls

Issue #	Business Identifier	Account Address	Tax Cancellation (\$)	Reasons
<u>BUSINESS TAX CANCELLATIONS</u>				
2016				
14	14203327	207 5010 4 ST NE	\$611.84	Category II: a tax exemption that was not processed or not processed correctly
15	14359491	4529 1 S ST T SE	\$827.72	Category III: an incorrect issuance of a property or business assessment
16	14215578	110 851 4 ST SE	\$518.36	Category II: a tax exemption that was not processed or not processed correctly
2017				
17	13860663	6703 30 Street SE	\$377.14	Category IV: a business account closure or move that was not processed or not processed correctly
			\$2,335.06	Total Business Tax Cancellation

List of Tax Cancellations Related to the Non-Profit Tax Mitigation Policy

List of Tax Cancellations Related to the Non-Profit Tax Mitigation Policy

Issue	Roll Number	Account Address	Tax Cancellation (\$)	Reason
1	202565396	4255 64 AV SE	\$3,167.27	<p>The municipal property tax cancellation is for The Church of Pentecost Canada - Calgary, which meets the criteria for property tax exemption under section 362(1)(k) used for divine worship or education by a religious body.</p> <p>The cancellation is from the date the building permit was issued, April 24, 2018, to the first worship service on July 29, 2018.</p>
2	201338225	4170, 3961 - 52 Ave NE	\$9,307.27	<p>The municipal tax cancellation is for the Fiji Women's Association of Calgary, which meets the criteria for property tax exemption under 15(f) of COPTER as property used by an ethno-cultural association.</p> <p>The cancellation is from the date the building permit was issued, September 15, 2015 to the date the property tax exemption started, May 30, 2018.</p>
			\$12,474.54	Total NPTM Municipal Tax Cancellation

Chief Financial Officer's Report to
Regular Meeting of Council
2018 October 15

ISC: UNRESTRICTED
C2018-1082

Multilingual Communications and Engagement Policy Report to Council

EXECUTIVE SUMMARY

Calgary's population is becoming more diverse. Between 2011 and 2016, the immigrant population in Calgary grew faster than the general population. Currently, approximately one third of the city's population is comprised of residents whose primary language is not English or French. The Government of Canada projects that immigration will continue to be the main driver of population growth within Calgary until at least 2036.

Council and citizen priorities identify the need to include opportunities for all Calgarians to participate in civic life, to help create a prosperous city with inspiring neighbourhoods. Council has therefore requested that Administration research the needs of Calgary's multicultural community and develop strategies and implementation plans that will allow The City to deliver inclusive and equitable engagement and communication.

It should be noted that the phrase "ethno-cultural" that was referenced in the Notice of Motion and Administration's previous work is not inherently an inclusive term. The Federal government refers to these population segments as "multicultural" to acknowledge a broad community. Therefore, in this report, and subsequent work, the term "ethno-cultural" will be replaced with "multicultural".

ADMINISTRATION RECOMMENDATION:

That Council approve the short-term communications and engagement approach for translation and increasing access for multicultural communities.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018, April 23 Council directed, through Notice of Motion report number CPS2018-0945, that Administration:

1. Develop and report back to Council no later than Q3 2018 on a short-term communications and engagement approach for translation and increasing access for multicultural communities, including resourcing and based on the channel strategy for multicultural communities, for current and upcoming City projects;
2. Develop and report back to Council through the Standing Policy Committee on Community and Protective Services no later than Q2 2019 on recommendations for a policy, strategies and implementation plan that includes standards of service for translation and interpretation, timelines, resources and budgets that incorporate the work done on the channel strategy for multicultural communities;
3. Research and report back to Council through the Standing Policy Committee on Community and Protective Services no later than Q4 2018 on the resourcing needs of the Office of the Councillors and the Office of the Mayor as they relate to communications and engagement with ethnically diverse communities in Calgary.

This report addresses the first directive under the Notice of Motion.

BACKGROUND

The following outlines the leadership role The City of Calgary has played in response to the needs of multicultural and immigrant communities over the last two decades:

**Chief Financial Officer's Report to
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C2018-1082**

Multilingual Communications and Engagement Policy Report to Council

In 1999, the Committee on Race Relations and Cross-Cultural Understanding met regarding The City of Calgary's vision "Calgary the best place to live" and asserted that Calgary was not the best place to live for many Calgarians due to racism and discrimination. The Committee requested that The City collaborate with community members to lead an initiative to develop best practices and to become more inclusive. As a response, The City established the Calgary Cultural and Racial Diversity Strategy Taskforce.

In 2002, the Calgary Cultural and Racial Diversity Strategy Taskforce formed the Diversity Calgary Leadership Council with multi-sector teams. Diversity Calgary's mandate was to advance 12 strategies in an effort to remove the systemic barriers preventing multicultural Calgarians from equal participation in all spheres of society in Calgary.

In 2006, The City signed the declaration to join the Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD), an initiative led by the United Nations Educational, Scientific and Cultural Organization (UNESCO), which called on municipalities from across Canada to be part of a larger international coalition of cities to combat racism. In 2011, two significant City programs came out of this initiative:

- The Welcoming Community Policy: supporting The City in effectively continuing its engagement with senior governments and the local community in providing successful integration for immigrants into our community and addressing their needs as they relate to the municipal mandate of creating a welcoming and inclusive community.
- Diversity and Inclusion in the Workplace Framework and Action Plan.

In 2017, Administration led the development of the multicultural strategy, formerly known as the Channel Strategy for Ethno-Cultural Communities in Calgary (Attachment 1), to identify and understand the needs of immigrant and multicultural communities. The City received an International Association of Business Communicators (IABC) Gold Quill Award of Excellence for Communication Research for this work and the strategy delivered comprehensive reports, marketing tools and media catalogues. Three community reports, representing the top four non-official languages in the Chinese, East Indian (Attachment 2), and Filipino communities, have been completed to date. The Latino community report is expected to be completed by the end of Q4 2018. An additional report on Calgary's Arabic-speaking community, the city's next largest non-official language, is also planned for Q4 2018.

In 2018, Administration signed a memorandum of understanding with the Government of Alberta to continue to partner on the multicultural strategy by sharing knowledge, information, tools and resources (Attachment 3).

The City currently partners with, and funds, the following organizations that have a multicultural and immigrant focus:

- Calgary Catholic Immigration Society
- Immigrant Services Calgary
- ActionDignity
- Calgary Immigrant Women's Association
- Centre for Newcomers
- Calgary Chinese Community Services Association
- Calgary Bridge Foundation

Chief Financial Officer's Report to
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Multilingual Communications and Engagement Policy Report to Council

- Calgary Ability Network.

Additionally, Calgary Local Immigration Partnership (CLIP), is a City-led initiative, in partnership with the Government of Canada, that works with community partners to help immigrants thrive and succeed in Calgary by easily accessing the resources and services they need.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Administration's short-term plan for communication includes the continued development and implementation of the multicultural strategy. The strategy is responsive to Council's direction in the notice of motion by following a framework of building connections, listening to the needs of each audience, adapting and translating messages and utilizing appropriate media channels.

Many variables were considered when defining the key audience for this strategy, including ethnicity, community, primary language, level of English language spoken and the length of time in Canada. Input from subject matter experts and stakeholder groups also informed the approach. Calgary's top five non-official languages Cantonese, Mandarin, Punjabi, Tagalog and Spanish, whose users represent close to 50 per cent of all the non-official language speakers in the city, were selected as a priority. Individuals between 24 and 65 years old who could converse in English, and first and second-generation immigrants who had spent at least one year in Calgary were identified as representatives and invited to participate in research.

The research methodology included a combination of primary and secondary techniques, employing qualitative practices such as unstructured in-depth interviews and focus groups. Research findings related to cultural values and media consumption habits were evaluated and refined during the interviews, and then validated during the focus groups. This work led to the creation of a strategy and marketing tool kit for each community that included an executive summary, a full report, and a media catalogue listing relevant communication channels.

In 2018 May, Administration conducted a survey to understand how City departments interact with multicultural and immigrant communities. The findings show that 67 per cent of departments identify these communities as part of their customer groups, 83 per cent feel they understand the service needs of multicultural and immigrant communities, and 83 per cent offer some form of support to these communities such as translation, advertising in multicultural media, or integration programs. The departments identified cost of resources relating to translation and staffing, cultural differences and beliefs, and lack of cultural diversity in their teams as barriers to working with multicultural and immigrant communities. Training sessions will be developed to better equip City teams to understand the needs of these population segments, and integrate the strategies into their service areas.

When creating engagement strategies, Administration's short-term plan is to continue to leverage existing internal subject matter experts and information such as Calgary Neighbourhoods' community demographics. The team will also continue to advise and support project teams in translation or interpretation of engagement materials and strategic efforts to improve awareness and access for participation of diverse cultural groups in engagement activities. These efforts include leveraging relationships with multicultural communities on engagement needs and preferences, and recommending locations or modifications to in-person engagement activities that align with the multicultural strategy.

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Multilingual Communications and Engagement Policy Report to Council

Stakeholder Engagement, Research and Communication

The recommendation was developed through a variety of inputs:

- Utilized Statistics Canada research and data to better understand Calgary's multicultural communities.
- Engaged with Calgary's top four multicultural communities, based on primary language spoken at home, to develop the multicultural strategy. Although translation and interpretation services will be a part of this work, ultimately Administration will work to ensure The City is bridging diversity and inclusion gaps that exist within the organization and the various multicultural communities to provide needed services, communication and strategies, beyond translation and interpretation.
- Met with partner organizations.
- Leveraged past public engagement from the 2016 Welcoming Communities Plan.
- Reviewed previous City public engagement campaigns that have used translation and interpretation and/or implemented engagement or communication tactics to improve awareness or access to public engagement.
- Analyzed departmental information to understand the City services they provide to support these communities, as well as potential barriers.
- Held a project chartering session with members of Council and service owners to support the Notice of Motion by defining the components of the project, generating common understanding of the key project outcomes and risks, and developing a project plan.

In order to refine the strategy and ensure it remains relevant, stakeholder engagement, research, measurement and analysis will be ongoing. Key success metrics will include how satisfied multicultural communities are with the overall quality of City information and communications, and how well The City communicates about its services, programs, policies and plans.

To communicate the strategy, an internal and external communications plan to educate staff and Calgarians about this work and how it supports citizen priorities and Council directives will be developed.

Training sessions for internal stakeholders, in partnership with Government of Alberta, will also be developed to better equip City teams to understand the needs of these population segments, and integrate the strategies into their service areas.

Strategic Alignment

The City's multicultural strategy aligns closely with Council and citizen priorities for a prosperous city and a city of safe and inspiring neighbourhoods. This work also aligns to the Social Wellbeing Principles that are designed to provide guidance on how to embed equity, truth and reconciliation, culture and prevention in City services. The strategy is embedded in One Calgary service plans and budgets, and supports the Resilience Framework and Cultural Plan for Calgary.

Chief Financial Officer's Report to
Regular Meeting of Council
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C2018-1082

Multilingual Communications and Engagement Policy Report to Council

Social, Environmental, Economic (External)

Social: This work will improve social inclusion for the multicultural and immigrant population in Calgary, and increase the relevance of services for these communities. By doing this, The City will create a sense of belonging, improve civic participation and create a better understanding of, and access to, City services. A city with a strong sense of inclusion and improved civic participation strengthens the social fabric of the community as a whole.

Environmental: This work will manage our environmental footprint through the adoption of new digital communication channels and a subsequent reduction in our reliance on traditional multicultural print publications. The City's climate plan can also be better promoted to the multicultural and immigrant population to build awareness and understanding.

Economic: By providing communication, engagement, and services that meet the needs of multicultural and immigrant communities, The City will adopt corporate-wide strategies to help manage costs, and reduce redundancy and duplication of effort. This will include the implementation of a corporate translation bank that includes relevant and frequently used content translated into the top five languages. Furthermore, an informed multicultural and immigrant population can increase their use of revenue-generating services, creating economic benefit.

Financial Capacity

Current and Future Operating Budget:

Social: This work will improve social inclusion for the multicultural and immigrant population in Calgary, and increase the relevance of services for these communities. By doing this, The City will create a sense of belonging, improve civic participation and create a better understanding of, and access to, City services. A city with a strong sense of inclusion and improved civic participation strengthens the social fabric of the community as a whole.

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Current and Future Capital Budget:

There are no capital budget implications associated with this report.

Chief Financial Officer's Report to
Regular Meeting of Council
2018 October 15

ISC: UNRESTRICTED
C2018-1082

Multilingual Communications and Engagement Policy Report to Council

Risk Assessment

As the multicultural strategy is focused on Calgary's top four non-official languages, this could result in the unintentional exclusion of other multicultural communities. To mitigate this risk, Administration will continue to expand the multicultural strategy to include additional languages and communities based on Statistics Canada data. The City is also developing a larger channel strategy that considers all segments of Calgary's population.

There is a risk that the translation of broad-based communication messages will be considered sufficient to reach multicultural communities, rather than considering culturally appropriate strategies, channels, messages and tactics. Administration is creating training sessions to increase awareness and adoption of the multicultural strategy and demonstrate how to reach these communities effectively using targeted messages and channels.

The City needs to keep pace with immigration trends and the needs of citizens. Service planning and delivery for Calgary's changing demographic must be considered now, or The City could require significant resources in the future to correct inadequate plans and/or rebuild trust.

If the multicultural strategy does not continue to be implemented, awareness and understanding of City services within multicultural and immigrant communities could decline and result in decreased participation, and social exclusion.

REASON(S) FOR RECOMMENDATION(S):

By creating a short-term communications and engagement approach for translation and increasing access for multicultural and immigrant communities, The City will increase social inclusion and improve communication and engagement with Calgary's growing multicultural community

ATTACHMENT(S)

1. Attachment 1 – Multicultural Strategy Outline
2. Attachment 2 – Multicultural Report Sample
3. Attachment 3 – Memorandum of Understanding – The City's partnership with The Government of Alberta

BACKGROUND

The face of Calgary is evolving:

- Today we are the city with the 4th largest immigrant population in Canada.
- **Almost one-third** of the population claim English is not their first language.
- It is estimated that in less than 25 years immigration will be the only reason the population will grow in Canada.

How are we addressing diversity?

- **Welcoming Community Policy:** *'The City's commitment to enhance immigrants' lives and identify ways to address their distinct needs.'*
- **City Council Priorities:** *'Cultivate the City's diversity, Welcome vulnerable populations, Expand recreation and sport opportunities for all Calgarians.'*

WHAT IS THE STRATEGY?

A marketing approach targeted to multicultural communities, identifying and understanding particular needs and cultural differences to offer relevant services through appropriate channels and meaningful campaigns.

WHY IS IT IMPORTANT?

If multicultural segments are growing at higher rates than the rest of the population, it implies they are also consuming services at higher rates than the rest.

BENEFITS

For The City:

- Integrated efforts, consistency and efficiency.
- Stronger connections.
- Campaigns, content and services have a greater impact.
- A smarter use of City Services

For Citizens & Customers:

- Enhanced service experiences
- Sense of belonging and a seamless social and economic integration.

APPROACH

Make the 'Multicultural Strategy' part of our business process.

OBJECTIVES

Create a stronger connection with our multicultural communities to enhance their City service experience and sense of belonging.

Understanding their particular needs and formulating coherent and relevant services and communications that celebrate multiculturalism and improves the quality of life of all Calgarians.

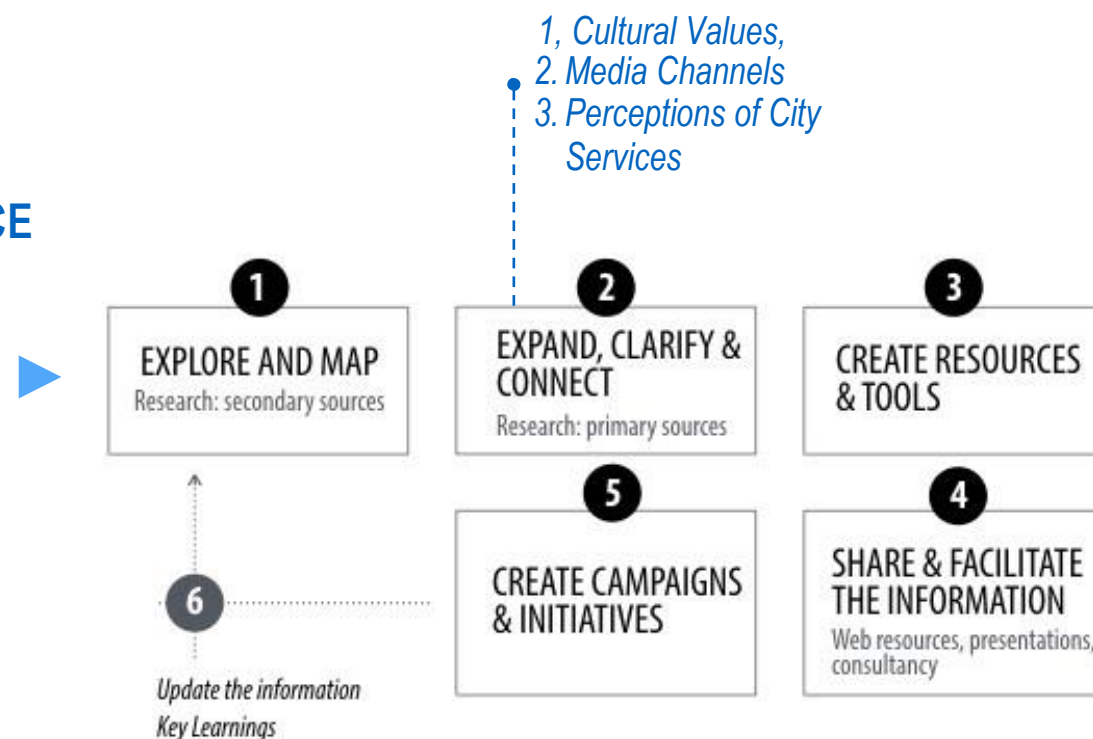
THE PROCESS & MODEL

THE AUDIENCE

Chinese: 42,905
Punjabi: 26,980
Tagalog: 22,235
Spanish: 16,745

Most spoken non-official languages in Calgary

Statistics Canada
2016



DELIVERABLES

1. FULL REPORT
2. TOOLS
 - Executive Summary
 - Demographic Media Mix
 - Marketing Funnel
 - Media Catalogue

- ✓ East Indian Community (Available)
- ✓ Chinese Community (Available)
- ✓ Filipino Community (Available)
- Arab Community (Oct 2018)
- Latino Community (Dec 2018)



GENERAL CONSIDERATIONS:

- Calgarians born in India prefer being referred as 'East Indians'.
- East Indians, particularly those from the Punjab region are the largest language-based ethnic group in Calgary.
- More than 400 different languages are spoken in India, being Hindi the official language.
- Punjabi, from northern India, is the most spoken East Indian language in Calgary (21,370 people).
- There are many religious groups in India, but the most representative faith in the Punjab region is Sikhism.

FIVE CORE VALUES GRAVITATE AROUND EAST INDIAN CULTURE:

1. Spirituality: India has a very spiritual culture. Religion contributes to shape the social structure, setting the guidelines

to navigate life, providing an important sense of belonging. Thus temples and faith groups are a great way to connect with this community.

2. Family: East Indians are a patriarchal and collectivist society, where the group is more important than the individual. Marriage is seen as an act of responsibility, not love, and there's a huge respect to elders.

Families are usually big and may have up to 3 to 4 generations living in the same household, which may explain why around 80 percent of the Punjabi speakers in Calgary live only in two Wards (Wards 3 and 5). Their orientation to hierarchies may also imply they are very receptive to people in a position of power. Connecting with community or opinion leaders or even the head of a family may amplify the message greatly.

3. Education: Education is extremely important in India; it's seen as the foundation to achieve success, honour and the financial means to support a big family. The higher the degree, the better.

4. Work: Brings self-realization, financial stability and social recognition. There's a strong perception that East Indians are hard-working people. Adaptability and innovation are quite important in the work environment.

5. Success and Celebration: Being a 'masculine' culture (According to G. Hofstede) East Indians are driven by competition, sometimes sacrificing the work-life balance. Celebrating is important but not always based on personal achievements, as most of their festivities are faith-based, and most of their visual communications are joyful, colourful and sometimes exuberant.

The two most important celebrations for this particular community in Calgary are: **Diwali** celebrated between October and November and **Vaisakhi** (Punjabi and Sikh); the 2nd largest parade in Calgary, celebrated in April.

In general East Indians may be responsive to concepts such as solidarity, collaboration, family (extended, not nuclear), community life, sense of belonging, innovation, spirituality and education.

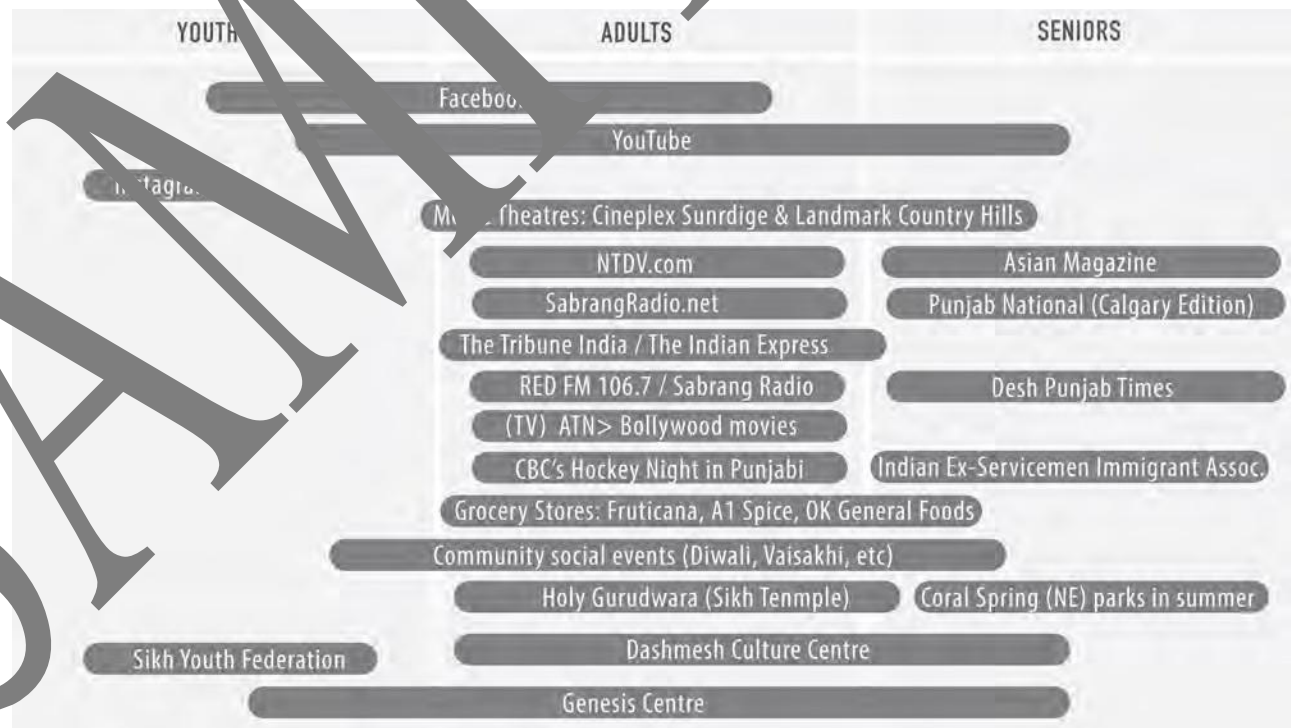
AGE RANGE:

The younger the audience the more connected with digital media platforms. The older the audience is the stronger the connection with traditional media channels such as TV, Radio and printed newspapers.

LIFE STAGE:

Recently arrived East Indian newcomers (with less than 7 years in Canada) will be more likely to obtain information and entertainment in their own language using Canadian media channels in Punjabi/Hindi and media channels from India. With time, interest for news and entertainment from India can decrease and affinity with Canadian mainstream channels can increase.

EAST INDIAN MEDIA CHANNELS OVERVIEW



Memorandum of Understanding – April 2018

The Government of Alberta and the City of Calgary want to formally collaborate in improving each other's outreach to and understanding of ethnic and immigrant communities.

The goal of this collaboration is to minimize costs and duplication while enhancing the ability of both orders of government to communicate with an increasingly diverse population.

Areas of collaboration will include:

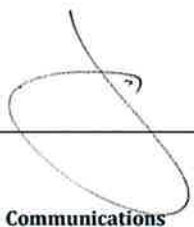
- Sharing media lists. The City of Calgary currently has media lists for the Chinese and East Indian communities and a partial list for the Filipino community. The Government of Alberta will complete the Filipino list and develop ones for the Arabic and Spanish communities, and will keep all lists up-to-date and current with at least yearly updates. All of these lists and updates will be available to both.
- Sharing learning. Both levels of government will benefit from sharing best practices. Staff dedicated to ethnic marketing should be encouraged to freely share insights and advice in how to communicate with a rapidly growing part of the population, and a rapidly changing media environment in which outlets often change or appear.
- Sharing translation. Currently, the Government of Alberta has translation capacity in two ethnic languages (Chinese and Punjabi). As of early April 2018, this is a new resource and the Government of Alberta has not had sufficient time to evaluate demand. But to assist the City of Calgary in creating products in need of translation, the Government of Alberta will translate up to three products a year for the City to make more efficient use of this resource. As this is a new service, the Government of Alberta will be assessing their translation demands over the next 3-4 months. Based on the demand, Alberta will consider expanding access to its translators for Calgary's use beyond three products in each language a year.

Signatures:



Aisha Sinclair

Manager, Public & Employee Communications



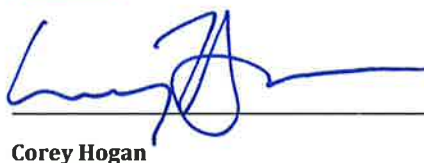
Jamey Heath

Director, Strategic Communications



Nelson Karpa

A/Director, Customer Service & Communications



Corey Hogan

Managing Director, Communications & Public Engagement



CITY AUDITOR'S OFFICE 2019-2020 AUDIT PLAN

EXECUTIVE SUMMARY

This report provides the City Auditor's Office (CAO) 2019-2020 Audit Plan for Audit Committee approval. This plan represents a two year span of activity to provide greater transparency and support efficiencies in audit delivery to Council. The 2019-2020 Audit Plan consists of 26 audits (including five initiated in 2018), representing compliance, IT, operational and formal follow-up audits determined using a defined risk-based approach. The 2019-2020 Audit Plan is a critical deliverable provided by the CAO to ensure audit resources are directed to the most significant areas of The City of Calgary (The City) to support our audit mission to add value and enhance public trust.

RECOMMENDATIONS:

That Audit Committee:

1. Approve the City Auditor's Office 2019-2020 Audit Plan and forward to Council for formal presentation; and
2. Recommend that Council receive for information Report AC2018-0998 and the formal presentation of the City Auditor's Office 2019-2020 Audit Plan;

and further, that Report AC2018-0998 be placed in the Regular portion of the Council Agenda under the section "Committee Reports".

RECOMMENDATION OF THE AUDIT COMMITTEE, DATED 2018 SEPTEMBER 18:

That Council:

1. Receive this Report for information; and
2. Receive the City Auditor's formal presentation of the City Auditor's Office 2019-2020 Audit Plan.

PREVIOUS COUNCIL DIRECTION / POLICY

Schedule C of Bylaw 48M2012 states that Audit Committee "reviews and approves the City Auditor's Office annual work plan and forwards to Council for information; the Audit Committee or Council may not remove items from the City Auditor's work plan but may direct items be added to the plan". Schedule C of Bylaw 48M2012 also states that the City Auditor "must formally present the annual audit work plan to Council for information."

BACKGROUND

The CAO's mission is to provide independent and objective assurance, advisory and investigative services to add value to The City and enhance public trust. The CAO Charter (AC2016-0247 Attachment 2) states that the City Auditor is responsible for assisting Council in its oversight of the City Manager's administration and accountability for stewardship over public funds and achievement of value for money in City operations. The CAO carries out this responsibility through the completion of an Audit Plan.

CITY AUDITOR'S OFFICE 2019-2020 AUDIT PLAN

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The CAO utilizes a two year rolling Audit Plan, which is updated annually and presented to Audit Committee for approval and to Council for information. The 2019-2020 Audit Plan is a new plan aligned with the One Calgary budget cycle preparation and premised on a four year 2019-2022 assurance road map. Audits planned for 2019 have greater clarity regarding anticipated timing and scope. During 2019, the CAO will continue the annual update process by providing greater clarity regarding timing and scope for 2020 planned audits, and by determining 2021 audit topics. It is anticipated that the City Auditor will present the next two year rolling plan in October 2019.

Stakeholder Engagement, Research and Communication

The City Auditor conducted separate engagements on potential audit topics with members of Council, and with citizen members of Audit Committee, and reached out to General Managers and Directors via an internal survey to gather stakeholder input. In addition, the City Auditor held individual meetings with the Mayor, Chair of Audit Committee, City Manager, Chief Financial Officer, and members of Administration impacted by proposed audits.

Strategic Alignment

The CAO's annual audit planning process ensures that audit resources are focused on areas of significant risk and value to The City. The Audit Plan is aligned to support all five Citizen Priorities, which in turn supports the Citizen Priority of A Well-Run City.

Social, Environmental, Economic (External)

Financial Capacity

Current and Future Operating Budget:

The City Auditor's 2019-2020 Audit Plan is based on the CAO's current budget and retention of existing staff positions.

Current and Future Capital Budget:

N/A

Risk Assessment

The activities of the CAO serve to promote accountability, mitigate risk, and support an effective governance structure. The CAO conforms to the Institute of Internal Auditors' International Standards for the Professional Practice of Internal Auditing, which states the plan of audit engagements must be based on a documented risk assessment, undertaken at least annually, and must consider the input of key stakeholders.

CITY AUDITOR'S OFFICE 2019-2020 AUDIT PLAN

REASONS FOR RECOMMENDATIONS:

1. Bylaw 48M2012 states that Audit Committee reviews and approves the City Auditor's Office annual work plan and forwards to Council for information; the Audit Committee, or Council, may not remove items from the City Auditor's work plan but may direct items to be added to the plan.
2. Bylaw 48M2012 states that the City Auditor must formally present the annual audit work plan to Council for information.

ATTACHMENT

City Auditor's Office 2019-2020 Audit Plan - AC2018-0998



Calgary

City Auditor's Office

City Auditor's Office 2019-2020 Audit Plan

September 18, 2018

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

Overview

The City Auditor's Office (CAO) provides objective assurance and insight on the effectiveness and efficiency of governance, risk management and internal control processes. This assurance helps The City of Calgary (The City) achieve its strategic, operational, financial, and compliance objectives. Overall the audit and advisory work provided by the CAO is intended to act as a catalyst for improving an organization's effectiveness and efficiency by providing insight and recommendations based on analysis and assessments of data and business processes. The annual presentation of our Audit Plan outlines where those audits and assurance activities will take place.

The CAO Charter requires the City Auditor to prepare annually a risk-based Audit Plan for approval by Audit Committee and for information to Council. The CAO Charter is aligned with The Institute of Internal Auditors' International Standards for the Professional Practice of Internal Auditing which require the establishment of a risk-based plan to determine the priorities of the audit activity, consistent with the organization's goals.

The 2019-2020 Audit Plan consists of 26 formal audits (including five audits initiated in 2018) on services and processes within City operations and third-party organizations that have an operating agreement with The City. Additional resource time has been reserved to allow the CAO the flexibility to respond and provide advice, insight and formal audit assurance on new risk priorities and/or City initiatives. This plan has been designed to support our audit mission to provide independent and objective assurance, advisory and investigative services to add value to The City and enhance public trust.

1.0 Audit Planning Process

The CAO utilizes a two year rolling Audit Plan, which is updated annually and presented to Audit Committee for approval and to Council for information. The 2019-2020 Audit Plan is a new plan reflecting the One Calgary budget cycle preparation and premised on a four year 2019-2022 assurance road map. The intent of presenting a two year plan is to provide additional transparency on future audits and provide greater agility for the CAO to utilize available resources to support earlier initiation of 2020 audits where efficiency gains have been realized through early completion of 2019 audits. The CAO utilizes a risk-based planning approach, and as such, projects in 2019 have more certainty than those listed in 2020. The intent of the audit planning process is to focus audit resources on those higher risks that could impact the achievement of Citizen Priorities and Council Directives.

1.1 2019-2020 Audit Plan Creation

The 2019-2020 Audit Plan creation process involved:

- Update of the audit universe, including creation of the 2019-2022 four year assurance road map;
- Stakeholder engagement;
- Assessment of resourcing; and
- Plan approval.



Update Audit Risk Universe

The CAO updated the audit risk universe, and created a new risk-based four year assurance road map utilizing City 2018 budget and FTE information, as well as information on IT risks. The four year assurance road map guides where the CAO focuses audit effort to ensure that all City Business Units receive a level of assurance activity on a regular risk frequency (expectation within a minimum seven year cycle).

Stakeholder Engagement

The CAO created a provisional list of audit topics based on the four year assurance road map, supplemented by stakeholder input on potential audit topics solicited through surveys, forums and one-on-one meetings. The City Auditor conducted separate engagements on potential audit topics with members of Council, and with citizen members of Audit Committee, and reached out to General Managers and Directors via an internal survey to gather stakeholder input. In addition, the City Auditor held individual meetings with the Mayor, Chair of Audit Committee, City Manager, Chief Financial Officer, and members of Administration impacted by proposed audits.

Resourcing

The provisional list of audit topics was assessed to determine the resource and skill requirements for each project, as well as the anticipated budget and cycle time required to complete each audit. Total anticipated audit hours were reconciled against a resource calculation of available and appropriate internal resources and calendar availability. The CAO also assessed budget availability to contract external resources. A significant portion of the CAO approved budget supports a dedicated audit staff plan of eight professionals (auditor and senior auditors) to conduct the audits, as well employing an audit manager IT to support data analytics initiatives and supervision of IT audits, a data strategist, and two Deputy City Auditors to support audit supervision and advisory functions.

Scope and timing of the audits planned for 2019 were defined and confirmed utilizing:

- Stakeholder input, including City of Calgary Senior Management; and
- Availability of CAO staff.

A contingency block of time is allocated to provide flexibility for the CAO to respond to emerging risks across The City via advisory projects.

Plan Approval

The CAO shared the draft plan with other assurance groups operating within The City including The City team overseeing the Zero-Based Reviews, the internal audit function of Calgary Police Service and The City's External Auditor. We openly share our plan with these supporting groups to reduce the potential of duplication of resourced effort and, where possible, minimize the level of business interruption to a particular business area during a given year.

The CAO considers all audits performed to be classified as performance audits. Under this broad title, audits in the 2019-2020 Audit Plan are further classified as:

- Compliance Audits
Review the systems established to ensure compliance with policies, plans, procedures, ethical and business norms, as well as laws, regulations, and contracts which can have a significant impact on operations and reports and determining whether the organization is in compliance.
- Follow-up Audits
Review the effectiveness of the corrective action implemented in response to previous audit recommendations to ensure the underlying risk was mitigated as intended to support achievement of the objective. This type of audit is generally more limited in scope, but may still identify efficiency opportunities resulting from operational changes and/or redundant control structures.
- IT Audits
Review and evaluation of automated information processing systems, related non-automated processes and the interfaces among them to ensure business risks are minimized appropriately.
- Operational Audits
Utilizing a risk-based approach, review operations, services, processes and/or systems to determine whether they are effective and implemented as planned to achieve their objectives. This type of audit may include assessing the efficiency with which resources are utilized.

The 2019-2020 Audit Plan (Appendix) is presented for Audit Committee approval, and to Council for information.

1.2 2020-2021 Audit Plan

The City Auditor presents a two year Audit Plan for approval, with this plan covering 2019 and 2020. The audit risk-based planning cycle will continue annually to ensure the plan remains relevant, with scope and timing of audits planned for 2020 clarified during 2019, and a 2020-2021 Audit Plan presented to Audit Committee for approval during Q4 2019 in accordance with the approved Audit Committee Work Plan.

2.0 Audit Plan Execution

The CAO audit process utilizes a risk-based approach throughout all phases of the audit. In particular, the planning phase includes a detailed risk identification and assessment phase. The purpose of this phase is to identify the most significant risks within the area and focus the allocated audit resources on those areas. The result is an audit project that does not address all risks, but focuses on the most significant risks that could impact the achievement of City objectives. In line with The Institute of Internal Auditors' International Standards for the Professional Practice of Internal Auditing, the planning of an audit considers (dependent on the audit topic) the risks to achievement of the organization's strategic objectives; reliability and integrity of financial and operational information; effectiveness and efficiency of operations and programs; safeguarding of assets; and compliance with laws, regulations, policies, procedures, and contracts.

In delivering the Audit Plan, the CAO focuses on key values:

- Risk reduction: audit and advisory activities and associated recommendations cost-effectively address risks to The City, and our active follow up supports timely implementation;
- Reliability: audit and assurance activities add value and are completed by skilled, experienced staff within expected timelines;
- Responsiveness: the CAO has the ability to address emerging risks, Council and Administration requests; and
- Resiliency: the CAO is supported by structure and protocols which enable the team to remain adaptable and agile in supporting The City through audit and advisory activities.

The City Auditor monitors progress against the approved 2019-2020 Audit Plan and re-assesses risk decisions pertaining to individual project scope and emerging issue requests within the approved plan. The City Auditor is committed to supporting an agile team which can re-prioritize audit and assurance activity.

In accordance with Bylaw 48M2012, the City Auditor communicates progress towards completion of the approved plan to the Audit Committee as part of the CAO's quarterly reports. Audit Committee reviews and forwards these reports to Council for information.

3.0 Appendix: 2019-2020 Audit Plan

2019-2020 Audit Plan			
#	Title	Description	Report Target
2018 Anticipated In-Progress Audits			
1	Community Planning/Calgary Approvals	An operational audit to assess the effectiveness of processes to improve permit timelines.	Q1, 2019
2	Calgary Community Standards – Livery Transport Services	An operational audit assessing the effectiveness of internal controls that support public and driver safety.	Q1, 2019
3	Annual Control Environment Assessment	An operational audit assessing the design effectiveness of the Annual Control Environment Assessment, and assessing the operating effectiveness of control activities which support COSO Principle 3: Establishes Structure, Authority and Responsibility.	Q1, 2019
4	Calgary Parking Authority	An operational audit of Calgary Parking Authority's asset management processes for the parkade portfolio that they own and operate.	Q1, 2019
5	Emergency Management	An operational audit of emergency preparedness and related business continuity plans.	Q2, 2019
Risk Assessed Priority: 2019			
6	Green Line – Governance	An operational audit of Green Line Project organization/governance framework. <i>Citizen Priority – A City that Moves</i>	Q2, 2019
7	Pensions Compliance	A compliance audit as required by Alberta Pension Services providing independent triennial assurance over three City pension plans (LAPP, LAPP Fire, and SFPP). <i>Citizen Priority – A Well-Run City</i>	Q2, 2019
8	Off-site Levy Administration	An operational/IT audit of the effectiveness of City processes (including calculation practices) and system controls that support capital cost recovery and use of collected levies governed by the 2016 Off-site Levy Bylaw. <i>Citizen Priority – A Well-Run City</i>	Q3, 2019

9	Waste and Recycling Services – Cart Contamination Prevention	An operational audit of the effectiveness of contamination prevention activities supporting the Waste and Recycling Services cart programs. <i>Citizen Priority – A Healthy and Green City</i>	Q3, 2019
10	Warehouse/Inventory Systems	An operational audit of warehouse and inventory systems supporting significant City assets. <i>Citizen Priority – A Well-Run City</i>	Q3, 2019
11	Budget Management	An operational audit of processes and reporting tools available to DeptID owners to support effective management of their operating budget. <i>Citizen Priority – A Well-Run City</i>	Q4, 2019
12	Corporate Issue Management Program	An operational audit on the maturity of The City's Corporate Issue Management Program. <i>Citizen Priority – A Well-Run City</i>	Q4, 2019
13	Calgary Fire - Inspections	An operational audit of the efficiency and effectiveness of Calgary Fire's inspection activities. <i>Citizen Priority – A City of Safe and Inspiring Neighbourhoods</i>	Q1, 2020
14	Roads – Pothole Remediation	An operational audit of the efficiency and effectiveness of pothole remediation. <i>Citizen Priority – A City that Moves</i>	Q1, 2020
15	Elections Follow-up	A follow-up audit to review action plans implemented in response to the 2017 Municipal Election Review (AC2018-0852). <i>Citizen Priority – A Well-Run City</i>	Q2, 2020
Risk Assessed Priority: 2020			
16	Opportunity Calgary Investment Fund ¹	An operational audit of Opportunity Calgary Investment Fund's grant administration. <i>Citizen Priority – A Prosperous City</i>	TBD
17	Assessment Complaints	An operational audit of the processes utilized by The City to efficiently prepare for, and improvement incorporated in response to, the assessment complaints process. <i>Citizen Priority – A Prosperous City</i>	TBD

¹ This audit may start in Q4 2019 based on the level of grant activity occurring.

18	Transportation Infrastructure – Construction Project	An operational audit of a Transportation Infrastructure capital construction project underway in 2020. <i>Citizen Priority – A City that Moves</i>	TBD
19	Calgary Transit Ridership	A follow-up audit on Calgary Transit Fare Revenue (AC2017-0341) specific to ridership. <i>Citizen Priority – A City that Moves</i>	TBD
20	Recreation Initiatives	An operational audit of initiatives implemented by Calgary Recreation to support equitable service provision. <i>Citizen Priority – A Healthy and Green City</i>	TBD
21	Diversity Initiatives	An operational audit of the effectiveness of The City's internally focused diversity initiatives. <i>Citizen Priority – A Well-Run City</i>	TBD
22	Safety Management	An operational audit of the effectiveness of the Environmental & Safety Management Business Unit's monitoring and risk mitigation of safety incidents. <i>Citizen Priority – A Well-Run City</i>	TBD
23	Integrated Risk Management	A follow-up audit on Integrated Risk Management (AC2014-0295). <i>Citizen Priority – A Well-Run City</i>	TBD
24	IT SCADA System Security	An IT security audit of the complex supervisory control and data acquisition (SCADA) systems that support critical City infrastructure. <i>Citizen Priority – A Well-Run City</i>	TBD
25	311 Response	A City-wide operational audit of the response to citizen concerns received through 311. <i>Citizen Priority – A Well-Run City</i>	TBD
26	24 Hour/Special Purpose Vehicle Policy (Fleet Services)	A compliance audit of the 24 Hour/Special Purpose Vehicle Administration Policy. <i>Citizen Priority – A Well-Run City</i>	TBD

**Community Services Report to
SPC on Community and Protective Services
2018 October 03**

**ISC: UNRESTRICTED
CPS2018-1121**

Emotional Support Animals within the Responsible Pet Ownership Bylaw

EXECUTIVE SUMMARY

On 2018 February 26, Council directed Administration to work with Alberta Health Services to determine a mutually agreeable solution for the categorization and/or certification of emotional support animals, including provisions for appropriate care for such animals in urban settings. Administration worked with Alberta Health Services and consulted with several key stakeholders to develop a Livestock as Emotional Support Animals (LESAs) program. The proposed bylaw amendment provides the legal mechanism for Administration to grant LESA permits. This program provides a process and parameters to grant a LESA permit to a qualifying individual, maintain that permit, and revoke the permit should it become necessary.

ADMINISTRATION RECOMMENDATION:

That the SPC on Community and Protective Services recommend that Council give three readings to the proposed bylaw amendment to the Responsible Pet Ownership Bylaw 23M2006.

**RECOMMENDATION OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES, HELD
2018 OCTOBER 03:**

That Council give three readings to proposed **Bylaw 45M2018** to amend the Responsible Pet Ownership Bylaw 23M2006.

Opposition to Recommendations:

Against: Councillor Farkas

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 February 26, Council approved a notice of motion directing Administration to work with Alberta Health Services to determine a mutually agreeable solution for the categorization and/or certification of emotional support animals within the city of Calgary, including provisions for appropriate care of such animals within urban settings. Council also directed Administration to report to Council through the Standing Policy Committee on Community and Protective Services no later than 2018 Q3.

On 2018 June 18, Council directed, in an omnibus motion, that all non-time sensitive reports directed to return to Council by Q3 2018 be deferred to the appropriate 2018 October Council meeting, and those directed to return to Council Committee by Q3 2018 be deferred to the appropriate 2018 October Council Committee meeting.

BACKGROUND

In 2017 December, a complaint was received by Calgary Community Standards regarding the keeping of chickens within the city limits as emotional support animals. As there was no mechanism within the Responsible Pet Ownership Bylaw to provide an exemption allowing the chickens or any other livestock to reside in Calgary, except where the keeping of livestock is allowed under The City of Calgary Land Use Bylaw, Council regarded this as an opportunity for The City to push forward an innovative mental health initiative.

**Community Services Report to
SPC on Community and Protective Services
2018 October 03**

**ISC: UNRESTRICTED
CPS2018-1121**

Emotional Support Animals within the Responsible Pet Ownership Bylaw

INVESTIGATION: ALTERNATIVES AND ANALYSIS

A municipal scan was conducted to determine common species used as emotional support animals and assess how other municipalities have addressed requests for emotional support animals that are not allowed under their bylaws. While there is one Canadian municipality that has altered a bylaw to allow for emotional support Vietnamese pigs, there are no other Canadian jurisdictions where bylaws have been amended to allow for otherwise prohibited species as emotional support animals.

This report includes a proposed amendment to the Responsible Pet Ownership Bylaw 23M2006, which will enable the Chief Bylaw Enforcement Officer (CBEO) to grant permission to a person to keep an animal that is livestock as an emotional support animal. The bylaw amendment also stipulates that the CBEO may also impose conditions on the keeping of the animal and will have the ability to revoke a LESA permit. If the bylaw does not otherwise prohibit the keeping of a particular type of animal, that animal may be kept as an emotional support animal without any special permission.

Administration worked with Alberta Health Services to determine a mutually agreeable solution for the categorization and/or certification of emotional support animals within the city of Calgary. Administration recommends that emotional support animals not need to be certified, as certification confirms that the animals have specialized training and/or abilities that are not required for an emotional support animal. Administration also recommends that The City accept documentation outlining an individual's need for LESAs from certified mental health professionals who are licenced psychiatrists or psychologists, as per the recommendation of Alberta Health Services.

Administration also worked with the Calgary Humane Society and Alberta Farm Animal Care to determine provisions for appropriate care of LESAs in urban settings. Administration recommends that applicants to the LESA program would need to provide adequate outdoor space on the applicant's property and appropriate outdoor enclosure (if necessary). The applicant will also need to identify a veterinarian that they would access to support the health specific to the species of LESA. Provisions for appropriate care for LESAs will be developed for livestock species that are commonly used as emotional support animals. Additional species will be considered in consultation with the above agencies as needed.

A proposed bylaw amendment, supporting policy, and intake and sustainment processes have been developed to support a LESA program within Calgary. The policy outlines the conditions under which a LESA permit would be issued, how the permit will be maintained, and conditions under which the permit may be revoked. Upon Council's approval, this program would be ready to implement by Q1 2019.

Stakeholder Engagement, Research and Communication

The recommendations were developed through a series of actions. First, research was conducted to determine which species are most common as emotional support animals. A municipal scan was then completed to determine best practices in regard to emotional support animals, if any. Administration worked with Alberta Health Services to determine which professionals are best suited to recommend a LESA and to confirm that species being considered would not pose a public health risk. Administration sought input from health

**Community Services Report to
SPC on Community and Protective Services
2018 October 03**

**ISC: UNRESTRICTED
CPS2018-1121**

Emotional Support Animals within the Responsible Pet Ownership Bylaw

organizations including the Alberta College of Social Workers, Alberta Medical Association, Alberta Psychiatric Association, Canadian Mental Health Association – Calgary Region, College of Alberta Psychologists, College of Physicians and Surgeons of Alberta, College of Registered Psychiatric Nurses of Alberta, Psychologists' Association of Alberta, and the Service Dogs Assessment Team – Government of Alberta. Finally, Administration will verify appropriate LESA care in an urban setting with the Calgary Humane Society and Alberta Farm Animal Care, based on national care standards.

Strategic Alignment

The Livestock as Emotional Support Animal program aligns with the Citizen Priority from One Calgary, a Well-Run City: "Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others".

Social, Environmental, Economic (External)

LESAs could help increase the quality of life for vulnerable Calgarians struggling with mental illness. LESAs may also contribute to the safety of vulnerable people.

Financial Capacity

Current and Future Operating Budget:

As Administration does not know what the demand of the program will be, the current and future operating budget is difficult to determine. Administration will monitor and report on operational impacts if the program requirements exceed available resources.

Current and Future Capital Budget:

There are no capital budget implications related to this report.

Risk Assessment

Acting on Alberta Health Services recommendations ensures that appropriate professionals are working with patients to determine if a LESA is an appropriate component of that client's treatment. Alberta Health Services are also able to advise if any proposed species may pose a public health risk and therefore not be eligible as a permitted LESA. Confirming provisions of care of LESAs with the Calgary Humane Society and Alberta Farm Animal Care ensures that only animals that are appropriate to urban areas are allowed as LESAs. These agencies will also ensure that The City can monitor for proper housing of the LESAs in compliance with applicable City bylaws. All other sections of the Responsible Pet Ownership Bylaw will apply to LESAs, allowing Administration to address any bylaw complaints and work towards achieving bylaw compliance. LESAs will be restricted to the address indicated on the LESA permit within Calgary, unless travelling by vehicle.

It should be noted that as only those with LESA permits will be allowed livestock within the city, this could stigmatize those who are permitted a LESA.

Community Services Report to
SPC on Community and Protective Services
2018 October 03

ISC: UNRESTRICTED
CPS2018-1121

Emotional Support Animals within the Responsible Pet Ownership Bylaw

REASON(S) FOR RECOMMENDATION(S):

Council has asked Administration to work with Alberta Health Services to determine a mutually agreeable solution for the categorization and/or certification of emotional support animals within Calgary. The proposed solution will allow Administration to grant permission for such animals while ensuring that the applicant is qualified for the LESA and can provide satisfactory living conditions. Provisions are also in place to address any nuisance complaints.

ATTACHMENT

1. Proposed Bylaw 45M2018

PROPOSED

CPS2018-1121
ATTACHMENT

BYLAW NUMBER 45M2018

BEING A BYLAW OF THE CITY OF CALGARY TO AMEND BYLAW 23M2006, THE RESPONSIBLE PET OWNERSHIP BYLAW *****

WHEREAS Council has considered CPS2018-1121 and deems it necessary to amend Bylaw 23M2006, the Responsible Pet Ownership Bylaw;

NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:

1. Bylaw 23M2006, the Responsible Pet Ownership Bylaw, as amended, is hereby further amended.
2. The following is added after subsection 2(1)(f) as subsection 2(1)(f.1):

“(f.1) “*Chief Bylaw Enforcement Officer*” means the person appointed as Chief Bylaw Enforcement Officer pursuant to Bylaw 60M86, the Bylaw Enforcement Officers Appointment Bylaw;”.
3. The following is added after section 27.1 as section 27.2:

“27.2 (1) For the purposes of this section, “emotional support animal” means a companion Animal that a mental health professional has determined provides a benefit for an individual with a disability.

(2) Despite section 27, the Chief Bylaw Enforcement Officer, upon being satisfied that an individual requires the assistance of an emotional support animal, may grant a permit allowing the individual to keep an Animal that is Livestock for this purpose.

(3) When granting a permit pursuant to subsection (2), the Chief Bylaw Enforcement Officer may impose conditions on the keeping of the emotional support animal.

(4) The Chief Bylaw Enforcement Officer may revoke a permit granted pursuant to subsection (2).

(5) The Chief Bylaw Enforcement Officer must charge a fee, as set out in Schedule “A”, when granting a permit pursuant to subsection (2).

(6) The:

(a) refusal of the Chief Bylaw Enforcement Officer to grant a permit pursuant to subsection (2);

(b) imposition of a condition pursuant to subsection (3); or

PROPOSED

BYLAW NUMBER 45M2018

(c) revocation of a permit pursuant to subsection (4);

may be appealed in writing to the Director, Calgary Community Standards within 30 days of the Chief Bylaw Enforcement Officer's decision.”.

4. In Schedule “A”, after the table entitled “**LICENCE FEES**”, the following table is added:

“LIVESTOCK EMOTIONAL SUPPORT ANIMAL PERMIT FEE

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Livestock Emotional Support Animal Permit	\$ n/a	\$ n/a	\$ n/a	\$ 64”

5. This bylaw comes into force on the day it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____

Community Services Report to
SPC on Community and Protective Services
2018 October 03

ISC: UNRESTRICTED
CPS2018-1033

Wheelchair Accessible Taxi Service (formerly Accessible Taxi Initiatives)

EXECUTIVE SUMMARY

On 2018 March 19, Council endorsed a framework for an Accessible Taxi Incentive Program and directed Administration to bring forward the necessary amendments to the Livery Transport Bylaw 6M2007 to enable its implementation. This program is aimed at incenting Accessible Taxi Plate Licence (ATPL) holders and accessible taxi drivers to improve wheelchair accessible taxi service delivery and customer safety while reducing the higher costs associated with operating a wheelchair accessible taxi compared to other taxi vehicles. Subject to Council passing the proposed amendments to the Livery Transport Bylaw, which includes collecting a per-trip fee from all taxi and Transportation Network Company (TNC) trips, the Accessible Taxi Incentive Program will take effect 2019 January 1.

In response to further Council direction received 2018 March 19, this report also addresses options to pilot an accessible taxi centralized dispatch; and investigates options for the delivery of accessible services by TNCs as well as the requirements for allowing ATPL holders and accessible drivers to provide accessible TNC services using the same vehicle.

**Community Services Report to
SPC on Community and Protective Services
2018 October 03**

**ISC: UNRESTRICTED
CPS2018-1033**

Wheelchair Accessible Taxi Service (formerly Accessible Taxi Initiatives)

ADMINISTRATION RECOMMENDATIONS:

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

1. Give three readings to a proposed bylaw to amend the Livery Transport Bylaw 6M2007 contained in Attachment 2;
2. Direct Administration to monitor the effectiveness of the Accessible Taxi Incentive Program and report back to Council through the SPC on Community and Protective Services, no later than 2021 Q1;
3. Endorse Option 2 in Attachment 4 to pilot a third party accessible taxi centralized dispatch; and
4. Direct that the one-time funding request of \$350K in 2019 and \$350K in 2020 to support a two-year Centralized Dispatch pilot project be referred to the One Calgary budget deliberations in 2018 November.

**RECOMMENDATION OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES, HELD
2018 OCTOBER 03:**

That Council:

1. Give three readings to proposed **Bylaw 46M2018**, to amend the Livery Transport Bylaw 6M2007 contained in Attachment 2;
2. Direct Administration to monitor the effectiveness of the Accessible Taxi Incentive Program and report back to Council through the SPC on Community and Protective Services, no later than 2021 Q1;
3. Endorse Option 2 in Attachment 4 to pilot a third party accessible taxi centralized dispatch; and
4. Direct that the one-time funding request of \$350K in 2019 and \$350K in 2020 to support a two-year Centralized Dispatch pilot project be referred to the One Calgary budget deliberations in 2018 November.

Opposition to Recommendations:

Against: Councillors Chu and Colley-Urquhart

Excerpts from the Minutes of the Regular Meeting of the SPC on Community and Protective Services, Held 2018 October 03:

The title for Report C2018-1033, was amended, by general consent, by deleting the words "Accessible Taxi Initiatives" in its entirety and replacing with the words "Wheelchair Accessible Taxi Service".

PREVIOUS COUNCIL DIRECTION / POLICY

A detailed listing of previous reports is included in Attachment 1.

BACKGROUND

In 2016, Administration undertook a Council-directed two-phased Accessible Taxi Review to consider options with three key objectives: improve customer service for individuals using 24/7 on-demand wheelchair accessible taxis; reduce the financial burden on ATPL holders and

Approval(s): Katie Black concurs with this report. Author: del Valle, Michele
City Clerk's: Lord Charest, Julien

**Community Services Report to
SPC on Community and Protective Services
2018 October 03**

**ISC: UNRESTRICTED
CPS2018-1033**

Wheelchair Accessible Taxi Service (formerly Accessible Taxi Initiatives)

accessible drivers, and; assess the evolving taxi industry, specifically relating to the effects that TNC operations could have on sustaining on-demand wheelchair accessible service. Council received the Phase 1 report in 2016 February 22 and the Phase 2 report on 2016 December 19, which presented options to improve on-demand wheelchair accessible taxi service delivery. Council referred the matter back to Administration to further consider opportunities where Calgary Transit Access and Livery Transport Services could collaborate in this area. On 2017 March 20, Council received Administration's preliminary assessment of collaboration opportunities for service delivery, and requested additional time to undertake a greater level of analysis to determine whether a collaborative model for on-demand accessible service was possible. Accordingly, Council directed Administration to report back in 2018 Q1 with a comprehensive review and recommendations.

Administration presented Report CPS2018-0127 to the 2018 March 19 Combined Meeting of Council with recommendations to endorse an Accessible Taxi Incentive Program, identifying a plan to monitor its effectiveness for two years. The report indicated that, during this two-year period, Administration would continue to explore the potential for an accessible taxi centralized dispatch managed by Calgary Transit Access. The intent was to undertake a more comprehensive analysis of the requirements for a centralized dispatch system, incorporating lessons learned from other jurisdictions that have implemented similar approaches, and report back to Council on the findings by 2020 Q2. Council endorsed the Accessible Taxi Incentive Program and directed Administration to bring forward amendments to the Livery Transport Bylaw by 2018 Q3 to enable its implementation. On the matter of an accessible taxi centralized dispatch, Administration was directed to bring forward a report no later than 2018 Q4 that explored more options related to a pilot centralized dispatch approach which included considering innovative technologies, utilizing Calgary Transit Access or other existing mechanisms as a dispatch resource.

As part of Council's discussion of Report CPS2018-0127, a Motion Arising was also passed directing Administration to: investigate options for the delivery of accessible services by TNCs; identify the requirements for allowing ATPL holders and accessible drivers to provide accessible TNC services using the same vehicle; and return to Council by 2018 Q3 with an update and any required bylaw amendments.

This report was deferred to the 2018 October 3 SPC on Community and Protective Services due to Council approving an omnibus motion to set aside all 2018 September Council Committee meetings for the presentation of One Calgary Service Plan Previews.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Accessible Taxi Incentive Program

Subject to Council's approval of the proposed bylaw to amend the Livery Transport Bylaw (Attachment 2), Administration will implement the Accessible Taxi Incentive Program, an overview of which is provided in Attachment 3. As endorsed by Council in Report CPS2018-0127, the method for funding this program will be through the collection of a nominal per-trip fee, not exceeding \$0.30, added to the total fare of all taxi and TNC trips taken in Calgary, which will take effect 2019 January 1.

Upon full implementation of the Accessible Taxi Incentive Program, an ATPL holder who also holds an accessible taxi driver licence will be eligible to receive up to \$5000 annually in grants

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and incentives. Attachment 3 provides additional information on the timelines regarding the initial payments of the grants and incentives. The timelines for implementing this program are based on two key factors: sufficient funds must first be collected through the per-trip fee to provide the initial payments, and; since a key objective of this program is to improve on-demand wheelchair accessible taxi service delivery, an evaluation on whether ATPL holders and accessible drivers achieved the customer service and safety criteria tied to the incentives over the previous year must be completed before releasing the payments.

Through engagement, a number of ATPL holders and drivers advocated that The City provide up-front payments to cover the costs of installing a wheelchair ramp (i.e. \$15,000) and additional annual payments to cover associated operating costs. In 2018 March 19, Council endorsed Administration's recommendation to provide annual grants and incentives, acknowledging that if collected over the anticipated life of a wheelchair accessible vehicle (i.e. eight or more years), ATPL holders would be eligible to receive more than \$40,000.

On 2018 March 19, Council directed Administration to monitor the effectiveness of the Accessible Taxi Incentive Program for up to two years and report back to Council through the SPC on Community and Protective Services no later than 2020 Q2. However, given that the full amounts of the grant and incentives will only first be paid out over the 2020 calendar year, Administration requests that the report back timeline be moved to no later than 2021 Q1 to allow for a fuller analysis of the program's effectiveness over the first year.

Options to Pilot an Accessible Taxi Centralized Dispatch

Further to Council's direction on 2018 March 19, Administration explored additional options for piloting a centralized dispatch for on-demand wheelchair accessible taxi service. Attachment 4 provides a detailed analysis of three potential options:

1. Use Calgary Transit Access as a Centralized Dispatch Resource: This option was identified by Administration in Report CPS2018-0127, presented to Council 2018 March 19. As indicated in that report, while Calgary Transit Access has the ability to support an accessible taxi centralized dispatch system by leveraging existing technology, additional capital and operating investments would be required to provide a 24/7 on-demand service and field monitoring for wheelchair accessible taxis.
2. Award a Centralized Dispatch Contract to a Third Party through a request for proposals (RFP) process: Some jurisdictions in North America have hired third party vendors to provide an accessible centralized dispatch function to improve customer service. Preliminary investigations of these contracts indicate the associated costs would be lower than what would be required to incorporate the function into Calgary Transit Access existing infrastructure.
3. Encourage Industry Collaboration to adopt a Common Commercial Automated Dispatch App product: The livery industries in some municipalities have collaborated in purchasing one software service so that customers who use the App are provided with a live feed of all available taxis within a geographic area. A key benefit to this option is that costs to The City are minimal as industry collectively determines the best solution to improve their service. However, this option relies on industry collaboration, and with some taxi companies in Calgary having already purchased a software service, industry participants may be challenged to reach an agreement on a common App.

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As part of Administration's preliminary review, 311 was also identified as a potential existing mechanism for a centralized dispatch resource. However, 311 was not included in the detailed analysis in Attachment 4 as it does not currently have the necessary technology in place to support this specific dispatch function. Accordingly, in terms of alternatives that leverage existing City staffing/systems, Administration concluded that Calgary Transit Access would be the most feasible existing mechanism to evaluate further as this service's current resources could be better leveraged to support an on-demand wheelchair accessible taxi centralized dispatch.

Given the interest in exploring options related to piloting a centralized dispatch, Administration recommends Council endorse further exploring Option 2 to develop an RFP for the purposes of awarding a centralized dispatch contract to a third party vendor for a two year period. Using a third party vendor would enable The City to test its effectiveness in improving on-demand wheelchair accessible taxi service at a lower cost than would be required to incorporate into the Calgary Transit Access existing system, while still leveraging Administration's experience and oversight in design/specification of an RFP and ensuring oversight from The City. At the conclusion of the pilot, The City would evaluate whether a third party vendor or Calgary Transit Access existing dispatch resources would offer the most feasible approach to continuing such a service over the long term.

Administration seeks Council's direction on the method to fund a pilot on-demand accessible taxi centralized dispatch. In other jurisdictions, driver incentives and central dispatch systems have been funded through a combination of public funds and per-trip fees. Since the Accessible Taxi Incentive Program will be funded through the collection of a per-trip fee, Administration recommends Council endorse the use of mill rate funds for an on-demand accessible taxi centralized dispatch pilot for two years. If this approach receives support, Administration recommends that Council direct that a one-time funding request to support a two-year Centralized Dispatch pilot project in 2019 and 2020 be referred to the One Calgary budget deliberations in 2018 November.

Partnerships between Accessible Taxis and TNCs to deliver Accessible Service

In response to Council's Motion Arising that resulted from Report CPS2018-0127, Administration investigated options to enable a broader delivery of wheelchair accessible services in Calgary. This investigation identified the following challenges:

- Provincial Regulations: Partnerships between Accessible Taxis and Transportation Network Drivers have not been expressly contemplated in the *Transportation Network Company Regulation* AR 100/2016.

Accordingly, we have communicated with the Government of Alberta to determine their position on this issue. As of the date of the writing of this report we have not yet received their response. In the meantime, Administration will continue to investigate possible options for the delivery of accessible service by Transportation Network Companies and will continue conversations with the Government of Alberta on this important issue.

- Livery Transport Bylaw Amendments: Further clarification from the Government of Alberta is required before Administration can bring forward any recommended

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amendments to the Livery Transport Bylaw to enable accessible taxis to deliver accessible service on behalf of Transportation Network Companies.

Administration will update Council on this matter through a memo following the conclusion of discussions with the Government of Alberta.

Stakeholder Engagement, Research and Communication

This report is in alignment with earlier research and engagement undertaken as part of Accessible Taxi Review Report CPS2018-0127, presented to Council 2018 March 19. Stakeholders engaged at that time included representatives from the Advisory Committee on Accessibility, customers who use wheelchair accessible taxis, brokers, drivers, TNCs and the tourism and hotel industry. Topics discussed included establishing a criteria-based accessible taxi incentive program along with methods to fund the program, accessible taxi centralized dispatch systems and making other improvements to the livery industry. Stakeholders provided their feedback through in-person meetings, email responses and targeted taxi driver sessions. Information on the taxi driver sessions was translated into multiple languages, and distributed to brokerages, by Livery Inspectors on patrol and at the Livery Services Front Counter. Qualitative interviews with accessible customers, completed by Leger Research, also informed Administration's recommendations in this report

Strategic Alignment

This report aligns with Council direction for One Calgary 2019-2022 to ensure that Calgary's transportation network offers a variety of convenient, affordable, accessible and efficient transportation choices.

Social, Environmental, Economic (External)

Administration is committed to providing a safe, sustainable and customer focused livery system. Accessible livery service enhances mobility and reduces social isolation for those with disabilities in Calgary communities. Further, the taxi, limousine and TNC industries serve to facilitate the city's economic development, while furthering the use of environmentally friendly modes of transportation by enabling personal travel through an integrated network that does not require purchasing a vehicle. Supporting a pilot that uses innovative technology to deliver an on-demand accessible taxi centralized dispatch service also aligns with The City's goals to stimulate the technology sector in Calgary.

Financial Capacity

Current and Future Operating Budget:

With respect to the Accessible Taxi Incentive Program, as identified in Report CPS208-0127, implementing this incentive will impact the operating budget as one FTE is required to administer the program. The cost of this FTE is to be recovered through the collection of the per-trip fee. Auditing, geospatial and enforcement requirements to implement the program will be managed through existing resources, but would be monitored over the two-year period to determine whether any additional adjustments are necessary.

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With respect to an on-demand accessible centralized dispatch, since this is a new program, one-time operating funds would be required to run a two-year pilot. In addition, should Council decide to maintain a centralized dispatch at the conclusion of the pilot, operating funds would be required to sustain this service.

Current and Future Capital Budget:

With respect to the Accessible Taxi Incentive Program, there are no anticipated changes to the Livery Transport Services capital budget associated with this report, however, Administration will monitor any budget implications and report back to Council through the budget adjustment process with any necessary adjustments.

With respect to an accessible centralized dispatch, there are no anticipated changes to capital budgets if Council endorses Option 2 to award a contract to a third party vendor for a two year period. However, following the conclusion of the pilot, if it is determined that the centralized dispatch service be delivered through Calgary Transit Access, capital budget would be required to develop the necessary software and system interfaces with taxi providers.

Risk Assessment

There is a risk that the Accessible Taxi Incentive Program does not sufficiently incent drivers to deliver accessible trips. Administration will mitigate this risk by monitoring the program's effectiveness over two years and by continuing to explore further service improvements. Regarding an on-demand accessible taxi centralized dispatch contract, there may be risks to The City associated with issues surrounding privacy and data sharing, contractual issues and added insurance or liability risks. These risks would be mitigated as part of the contract development process.

REASON(S) FOR RECOMMENDATION(S):

Administration continues to explore options for improving 24/7 on-demand wheelchair accessible taxi service delivery. This report responds to Council direction to bring forward amendments to the Livery Transport Bylaw 6M2007 to implement an Accessible Taxi Incentive Program and provide options for piloting an accessible taxi centralized dispatch service.

ATTACHMENTS

1. Attachment 1 – Previous Council Direction/Policy
2. **Attachment 2 – Proposed Bylaw 46M2018**
3. Attachment 3 – Overview of the Accessible Taxi Incentive Program
4. Attachment 4 – Options for Accessible Taxi Centralized Dispatch

On 2018 June 18, Council directed through an omnibus motion in Report C2018-0755 that all non-time sensitive reports directed to return to: Council by 2018 Q3 be deferred to the appropriate 2018 October meeting; and Council Committee by 2018 Q3 be deferred to the appropriate 2018 October Council Committee meeting.

On 2018 March 19, Council:

- endorsed the Accessible Incentive Program Framework in Report CPS2018-0127 to be funded through a per-trip fee applied to all taxi and Transportation Network Companies trips and directed Administration to bring forward amendments to the Livery Transport Bylaw 6M2007 based on this option no later than 2018 Q3;
- directed Administration to explore options related to a pilot central dispatch approach including but not limited to considering innovative technologies and utilizing Calgary Transit Access or other existing mechanisms as a dispatch resource and report back with this information not later than 2018 Q4; and
- directed Administration through a Motion Arising to investigate options for Transportation Network Companies (TNCs) to offer accessible services and return to Council through the SPC on Community and Protective Services with an update on any required amendments before 2018 Q3. This investigation should include but not be limited to changes to allow holders of Accessible Taxi Plate Licences to also work as TNC drivers using the same vehicle.

On 2017 March 20, Administration was directed to report back to Council in 2018 Q1 with an options analysis and assessment to conclude the Calgary Transit Access (CTA) and Livery Transport Services (LTS) scoping review and provide recommendations for collaboration on service delivery and accountability with the accessible taxi industry.

On 2016 December 19, Council considered Report CPS2016-0898 (Accessible Taxi Review), which included a recommendation for Council to endorse Option 1: The Broker Accountability Model. Council moved that the Report be referred to the Administration to undertake an accessible transportation policy scoping Report between CTA and LTS, and report back to Council no later than 2017 Q1.

On 2016 February 22, Council received for information Report C2016-0144 (Transportation Network Company Amendments), which included Phase 1 of the Accessible Taxi Review.

On 2015 December 02, Council approved the 2016 Taxi and Limousine Advisory Committee work plan, which included Phase 1 of the Accessible Taxi Review in 2016 Q1 and Phase 2 in 2016 Q4.

PROPOSED

CPS2018-1033
ATTACHMENT 2

BYLAW NUMBER 46M2018

BEING A BYLAW OF THE CITY OF CALGARY TO AMEND BYLAW 6M2007 THE LIVERY TRANSPORT BYLAW

WHEREAS Council has considered Report CPS2018-1033 and deems it necessary to amend Bylaw 6M2007, the Livery Transport Bylaw;

NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:

1. Bylaw 6M2007, the Livery Transport Bylaw, is hereby further amended.
2. After Part 7, the following is added as Part 7.1:

“Part 7.1 – ACCESSIBLE TAXI INCENTIVE PROGRAM

- 154.1 (1) In addition to any other powers set out in this Bylaw, the **Chief Livery Inspector** may establish and implement an **Accessible Taxi** Incentive Program to ensure service quality or sustainability of **Accessible Taxi** services. In connection with an **Accessible Taxi** Incentive Program, the **Chief Livery Inspector** may set:
- (a) requirements for eligibility in the **Accessible Taxi** Incentive Program;
 - (b) the criteria for receiving any incentive or grant;
 - (c) the amount and frequency of the disbursement of any incentive or grant, including any pro-rated or discretionary amounts;
 - (d) the form and manner in which a customer must be informed of a regulatory charge imposed under section 154.2, including how it must be displayed on a **Taximeter**, receipt, or **APP**;
 - (e) any sanctions, including reductions in the amount of any incentive or grant, for non-compliance with the conditions of the **Accessible Taxi** Incentive Program;
 - (f) any reporting or auditing requirements of a **Brokerage**, holder of a **T.P.L. or A.T.P.L.** that is joined to an **Independent Livery Vehicle and Transportation Network Company** with respect to the **Accessible Taxi** Incentive Program;
 - (g) subject to section 154.2, a regulatory charge that may be imposed on customers and collected by **Drivers**;

PROPOSED

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- (h) the frequency and method a **Brokerage**, holder of a **T.P.L.** or **A.T.P.L.** that is joined to an **Independent Livery Vehicle** and **Transportation Network Company** must remit any regulatory fee collected by its affiliated **Drivers**;
 - (i) the process for changes to the **Accessible Taxi** Incentive Program and the method by which any changes will be published; and
 - (j) any other requirements that are needed to administer the **Accessible Taxi** Incentive Program.
- (2) The requirements set out pursuant to subsection (1) will be published in a form and manner as determined by the **Chief Livery Inspector**.

Regulatory Charge

- 154.2 (1) Despite any other section in this Bylaw, including section 5 of Schedule “A”, where an **Accessible Taxi** Incentive Program has been established by the **Chief Livery Inspector**, a regulatory charge must be added to every fare charged for a trip completed by a **Taxi**, **Accessible Taxi** or **Private for Hire Vehicle**.
- (2) The regulatory charge authorized in subsection (1) must be set by the **Chief Livery Inspector** annually and must be calculated based on the total anticipated annual cost of the **Accessible Taxi** Incentive Program.
- (3) Any regulatory charge set by the **Chief Livery Inspector** pursuant to subsection (2) must not exceed \$0.30 cents per trip.
- (4) For every trip completed, the regulatory charge required in subsection (1) must:
- (a) be paid by the customer;
 - (b) collected by the **Driver** on behalf of The **City**;
- and remitted to The **City** pursuant to section 154.3.
- 154.3 (1) A **Brokerage**, holder of a **T.P.L.** or **A.T.P.L.** that is joined to an **Independent Livery Vehicle** and **Transportation Network Company** must remit all regulatory charges collected by all affiliated **Drivers** pursuant to section 154.2 to The **City** in the form, manner and frequency as prescribed by the **Chief Livery Inspector**.
- (2) A **Brokerage**, holder of a **T.P.L.** or **A.T.P.L.** that is joined to an **Independent Livery Vehicle** and **Transportation Network Company** must submit any data requested by the **Chief Livery Inspector** pursuant to section 154.1(1)(f).”.

PROPOSED

BYLAW NUMBER 46M2018

3. In Schedule "A", section 5 is deleted and replaced with the following:
- "5. Except as set out in Part 7.1, no other taxes, fees or charges shall be collected other than as provided for in this Schedule."
4. In Schedule "D", after subsection 150.1(3) the following is added under the headings indicated:

OFFENCE		PENALTY	
Section	Description	Minimum	Specified
"154.2(4)(b)	Driver fail to collect regulatory charge from customer	\$500	\$1000
S.154.3(1)	Brokerage , holder of T.P.L. or A.T.P.L. of Independent Livery Vehicle , or Transportation Network Company fail to remit regulatory charge	\$800	\$1500
S.154.3(2)	Brokerage , holder of T.P.L. or A.T.P.L. of Independent Livery Vehicle , or Transportation Network Company fail to submit data	\$1000	\$2000".

5. This Bylaw comes into force on the day it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____

BACKGROUND

On 2018 March 19, Council approved Administration's recommendation to endorse an Accessible Taxi Incentive Program and fund the incentive through a per-trip fee applied to all taxi and Transportation Network Company (TNC) trips.¹

PURPOSE

The purpose of the Accessible Taxi Incentive Program is to mitigate the costs associated with operating a wheelchair accessible taxi so that Accessible Taxi Plate Licence (ATPL) holders and accessible drivers are incented to improve service to customers requesting on-demand wheelchair accessible taxi service. ATPL holders and accessible drivers must meet qualifying criteria aimed at improving service and safety to qualify for the annual incentive.

DEFINITIONS²

For the purposes of this program, the following terms are defined as:

- **Accessible Taxi Incentive Program:** A program established to provide an incentive to ATPL holders and accessible drivers, licenced to operate in the city of Calgary, who meet the qualifying criteria to receive an annual incentive.
- **Taxi Broker Program Maintenance Rebate:** A rebate provided to taxi brokers to reduce the administrative costs associated with collecting a per-trip fee from taxi drivers to fund the Accessible Taxi Incentive Program.
- **Per-Trip Fee:** a small regulatory charge added to the final cost of every taxi and TNC trip taken in Calgary used to fund the Accessible Taxi Incentive Program.
- **Qualifying Criteria:** The criteria that ATPL holders and accessible drivers must meet to receive an annual incentive.

INTENDED OUTCOMES OF THIS PROGRAM

1. Service to customers requesting on-demand wheelchair accessible taxis will improve.
2. The Accessible Taxi Incentive Program will mitigate the costs incurred by ATPL holders and accessible drivers associated with purchasing and operating wheelchair accessible vehicles.
3. ATPL holders and accessible drivers are incented to improve 24/7 on-demand wheelchair accessible service delivery to qualify for the annual incentive.

¹ This document provides an overview of the Accessible Taxi Incentive Program. The Chief Livery Inspector may set the process for changes to the Accessible Taxi Incentive Program. If minor modifications to the program are needed, they will be published prior to implementation.

² In addition to the terms defined in this overview, terms defined in the Livery Transport Bylaw 6M2007 have the same meaning in this document.

SCOPE

ATPL holders and accessible drivers affiliated with a current ATPL, licenced to operate in the city of Calgary, qualify for the annual Accessible Taxi Incentive Program. The amount of the annual incentive received is tied to the ATPL holder and/or accessible driver successfully meeting qualifying criteria.

Taxi plate holders and accessible drivers who are not affiliated with an ATPL do not qualify to receive an annual incentive through this program.

KEY COMPONENTS OF THE ACCESSIBLE TAXI INCENTIVE PROGRAM

Type of Payment	Grant	Incentive	
Recipient	Current ATPL Holder	Current ATPL Holder	Current Accessible Driver
Amount (frequency)	\$1500 (annually)	Up to \$1500 (annually)	Up to \$2000 (annually)
First Payment	Following 2019 June 30 ATPL renewal	Following 2020 June 30 ATPL renewal	Following 2020 taxi driver licence renewal (tied to birthdate)
Criteria	None (provided as financial compensation for purchasing a wheelchair accessible vehicle)	Yes (see below)	Yes (see below)

QUALIFYING CRITERIA FOR RECEIVING ANNUAL INCENTIVES³

Accessible Taxi Plate Licence Holder (ATPL-1 & ATPL-2)

CRITERIA	HOW IT IS MEASURED	VALUE
Vehicle on road minimum 250 days a year	GIS Data	Up to \$500
Vehicle is driven a minimum of 981 hours per year	GIS Data	Up to \$500
Mechanicals submitted on time	POSSE Notes	Up to \$125
Inspector's Orders completed on time	POSSE Notes	Up to \$125
Minimal complaints on the vehicle condition	Vehicle Inspection & Customer calls to 311	Up to \$125
Cordless debit machine installed in vehicle	Annually upon plate renewal and through random vehicle inspections	Up to \$125
TOTAL		Up to \$1500

³ The process for evaluating the qualifying criteria will be clear and transparent to the incentive recipients.

Accessible Driver Affiliated with a Licenced ATPL

CRITERIA	HOW IT IS MEASURED	VALUE
Accept all wheelchair accessible trips	Broker Data	Up to \$1000
Complete minimum 4 wheelchair accessible trips per month	GIS Data	Up to \$200
Daily maintenance of harness/ramps	Random Inspection	Up to \$200
Minimal incidents or customer service complaints	Customer calls to 311 + Broker Reports	Up to \$200
Available between the hours of 10:00 pm and 4:00 am for a minimum of 10 nights per month	GIS Data	Up to \$200
Renew TDL on time	POSSE	Up to \$200
TOTAL		Up to \$2000

ACCESSIBLE TAXI INCENTIVE PROGRAM IMPLEMENTATION DATE

- 2019 January 1 – Collection of per-trip fee on all taxi and TNC trips to begin.

PROCESS FOR COLLECTING ACCESSIBLE PER-TRIP FEE

	Taxis	Transportation Network Companies
Mechanism for Collecting the fee	The fee will be collected on all taxi trips and will be embedded in the meter rate.	The fee will be collected on all TNC trips and embedded in the TNC app.
Collecting the fee from the customer	Because the fee is embedded in the meter rate, drivers collect the fee from customers. Drivers then remit the fees they collect to their Brokers through an agreed upon process (e.g. as part of the Weekly Stand Rent or other Broker intake process). If a driver operates independently of a brokerage, the driver must remit the fees directly to The City.	Because the fee is embedded into the TNC app, it is applied to the overall cost of the trip. The per trip fee will appear as a charge on the receipt the customer receives.
Paying the fee to The City	The City will invoice Brokers based on Livery Transport Services confirming the trip data.	The City will invoice TNC based on Livery Transport Services confirming the trip data.
Frequency of fee collection remittance	Monthly	Quarterly
Taxi Broker Program Maintenance Rebate	The City acknowledges that Brokers will incur some administrative costs to establish a process to collect the fee from drivers and to provide trip data to support the evaluation of this program. The City will establish agreements with brokerages that	N/A – Since the fee is embedded into the charge that the customer pays electronically through the app, a TNC will not need to establish any new collection process from drivers.

	will address the terms and conditions of a rebate that considers these added administrative costs.	
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REVIEW

A review of the Accessible Taxi Incentive Program will be undertaken in 2020 Q4 with a report to Council no later than 2021 Q1. Subsequent reviews will be undertaken annually in December.

AMENDMENT(S)

The Chief Livery Inspector has the discretion to amend and update the Accessible Taxi Incentive Program to ensure its objectives are being met. The Chief Livery Inspector shall provide sufficient notice of any amendments prior to implementation.

Options	1. Use Calgary Transit Access (CTA) as Dispatch Resource	2. Centralized Dispatch Service Awarded to Third Party through Request for Proposal (RFP) Process	3. Industry Collaboration to Adopt a Common Commercial Automated Dispatch App Product
Description	Leverage existing CTA infrastructure to provide 24/7 central dispatch and field monitoring of Accessible Taxi Plate Licence (ATPL) holders for on demand accessible taxi service.	Contract with a third-party vendor to provide 24/7 central dispatch function for on-demand accessible taxi service.	Industry purchases a common software service that provides customers with a live feed of all available taxis 24/7 on-demand in a geographic area that can be booked through an App on a Smart-phone.
Estimated Capital and Annual Operating Cost to Implement & Sustain	<ul style="list-style-type: none"> Up to \$330K one-time capital (includes costs to develop interface with taxi providers and customize existing technology for field services) Up to \$680K annual operating (subject to program design and efficiencies with existing positions and operations. Costs include hiring additional dispatchers to ensure 24/7 operations, additional staff for 24/7 field services and ongoing system maintenance). 	<ul style="list-style-type: none"> Up to an estimated \$350K annually (includes dispatch technology, driver outreach and training, customer marketing, Administration's costs associated with: developing an RFP, gathering stakeholder feedback and evaluating the pilot) There may be additional costs to customize the technology to support operations in Calgary. 	<ul style="list-style-type: none"> Limited cost to The City as the software product is purchased by industry participants. There may be a cost to The City to enter into an agreement with the software service to access trip data collected from each trip to evaluate service performance.
Strengths	<ul style="list-style-type: none"> Existing infrastructure can be leveraged – accessible transit and accessible taxi services are complementary. CTA training can be leveraged as the industry standard to improve customer service. Enable customers to call one number for all on- 	<ul style="list-style-type: none"> Low estimated annual costs – cost efficiencies can be achieved by contracting with vendors rather than building and maintaining City infrastructure and technology interfaces. Enable customers to call one number for all available accessible taxis in Calgary. 	<ul style="list-style-type: none"> Cost to The City limited to securing access to trip data. Reduces City regulation and red-tape. Industry collectively determines the best solution to improve the service. The App can be used by all taxi plate holders and accessible drivers,

	<p>demand available accessible taxis in Calgary.</p> <ul style="list-style-type: none"> ▪ The City retains the data compiled from the time the call was received to when a taxi arrives at the location, enabling evaluation of driver service performance. ▪ Customer complaints and concerns can be tracked through one number, allowing for a more timely resolution process. ▪ The dispatcher would oversee all CTA runs and on-demand taxi trips, improving efficiency and reducing conflicts between determining priority calls. 	<ul style="list-style-type: none"> ▪ Through an agreement with the successful vendor, The City can ensure the service aligns with bylaw requirements for accessible trips to take priority. ▪ Through an agreement with the successful vendor, The City can establish data collection criteria on each trip that includes data compiled from the time the call was received to when a taxi arrives at the location. This would improve evaluation of driver service performance. ▪ As part of the service agreement with the vendor, could use the same phone number to track customer complaints and concerns allowing for a more timely resolution process. ▪ Clarifies for the customer the difference between taxi and transit trips. ▪ Aligns with technologies currently being used by Transportation Network Companies (TNCs). 	<p>enabling taxi companies (brokers) to find cost efficiencies across their entire fleet.</p> <ul style="list-style-type: none"> ▪ Enables customers to choose their preferred service provider as they can view all available taxis in their pick-up area and book through the App. ▪ It is anticipated wait times for taxis would be reduced as customers book taxis that are closest to their location. ▪ Aligns with technologies currently being used by Transportation Network Companies (TNCs).
Weaknesses	<ul style="list-style-type: none"> ▪ Costly - requires additional capital and operating resources to run a 24/7 on-demand service as this would be a new service line for The City. ▪ Takes time to implement as the ability to begin the service would be 	<ul style="list-style-type: none"> ▪ Would need to re-negotiate new service contracts or re-open RFP process upon the expiry of a term, which may lead to changes in the dispatch platform. ▪ Service interruption or delays may occur if a vendor goes out of 	<ul style="list-style-type: none"> ▪ May be resistance from some taxi companies (brokers) to move to the industry selected product, limiting customer access to the entire accessible taxi fleet through an App.

	<p>dependent on decisions to approve funding for required staff resources and to integrate with all taxi providers.</p> <ul style="list-style-type: none"> ▪ Potential confusion among customers around understanding differences between processes for booking a CTA pre-arranged (subsidized) service, ACE card service or 24/7 metered rate on-demand service. ▪ In addition to monitoring drivers who provide a booked in advance service, CTA would be required to monitor all ATPL holders and drivers who provide on-demand trips, potentially reducing the ability to manage driver performance. 	<p>business, resulting in confusion among customers around who can be called for accessible service.</p> <ul style="list-style-type: none"> ▪ An increase in customer demand may lead to service delays if the number of available ATPLs cannot meet the demand. 	
Implementation challenges	<ul style="list-style-type: none"> ▪ Would need to determine the budget source to fund this new service. ▪ Will require collaboration with taxi companies (brokers) to provide opportunities for their affiliated drivers to integrate with CTA dispatch system. ▪ When a customer calls for service, dispatcher needs to be clear about whether the call is for a shared-ride trip or an on-demand trip (different costs and response times associated with each). 	<ul style="list-style-type: none"> ▪ Would need to determine the budget source to fund this new service. ▪ Will require collaboration with taxi companies (brokers) to provide opportunities for their affiliated drivers to integrate with a second dispatch system. ▪ Need to make bylaw changes to make this mandatory for all ATPLs. ▪ Implementation strategy needed for driver training on the interface. ▪ Need a communication strategy to promote the 	<ul style="list-style-type: none"> ▪ App would need to clearly identify available wheelchair accessible vehicles. ▪ To effectively utilize the available accessible taxi fleet, all taxi companies (brokers) would need to adopt the App. ▪ Need a communication strategy to promote the new App and related service to customers.

	<ul style="list-style-type: none"> ▪ Implementation strategy needed for driver training on the interface. ▪ Need time to complete appropriate App/web software currently under development to establish benchmarks for customer trip requests. ▪ Need to make bylaw changes to make this mandatory for all ATPLs. ▪ Need a communication strategy to promote the new service to customers. 	new service to customers.	
Risks	<ul style="list-style-type: none"> ▪ There may be risks to The City associated with issues surrounding privacy and data sharing, contracts and insurance or liability. These risks would need to be mitigated as part of the contract development process. ▪ If accessible taxi vehicles are limited, there could be competition between CTA and on-demand taxi service. A clear and transparent hierarchy of calls will need to be developed. 	<ul style="list-style-type: none"> ▪ There may be risks to The City associated with issues surrounding privacy and data sharing, contracts and insurance or liability. These risks would need to be mitigated as part of the contract development process. 	<ul style="list-style-type: none"> ▪ The City is unable to compel Brokers to adopt a common App.
Impact to CTA Service	<ul style="list-style-type: none"> ▪ Would need to hire additional resources to ensure 24/7 operations (current Customer Service Centre operating hours: 9:00am – 5:00 pm – clients must call one day ahead to book pre-arranged trip; current field monitoring service hours: 6:00am – 12:00am). 	<ul style="list-style-type: none"> ▪ No additional resources required for CTA Call Centre. ▪ Improving on-demand wheelchair accessible taxi service would enable CTA to be more responsive to trip requests from their eligible clients. ▪ Would need to coordinate the call 	<ul style="list-style-type: none"> ▪ No additional resources required for CTA Call Centre ▪ Improving access to taxi services in Calgary will result in decreased demand for CTA pre-arranged trips. ▪ May be conflicts in the call priority impact between CTA and taxi drivers.

	<ul style="list-style-type: none"> Improving on-demand wheelchair accessible taxi service would enable CTA to be more responsive to trip requests from their eligible clients. 	<p>priority impact between CTA and taxi drivers (i.e. include an exclusion in the Livery Transport Bylaw around priority)</p> <ul style="list-style-type: none"> Potential to relieve demand on existing CTA service. 	<ul style="list-style-type: none"> Potential to relieve demand on existing CTA service.
Impact to Access Calgary Extra (ACE) Card Services	<ul style="list-style-type: none"> Improving on-demand wheelchair accessible taxi service may result in an increased use of taxis by ACE clients. Currently, the funds loaded onto ACE cards for eligible clients are not being fully used due to uncertainty around securing an on-demand wheelchair accessible taxi. The City's reputation improves as on-demand accessible taxi service improves (The ACE card is a City of Calgary program, but its success is tied to a client's ability to secure an on-demand wheelchair accessible taxi) 		
Incentive Program Required?	Yes, incentives still required to improve customer service and compensate ATPL holders and accessible taxi drivers.		

**Planning & Development Report to
Priorities and Finance Committee
2018 October 02**

**ISC: UNRESTRICTED
PFC2018-1107**

Chinatown Cultural Plan and Local Area Plan – Update on funding and external partnerships

EXECUTIVE SUMMARY

On 2018 June 25, Council directed Administration to proceed with developing a Chinatown Cultural Plan and a culturally-based Local Area Plan, subject to developing funding options and exploring external partnerships. This report provides an update on the external partnerships and outlines the recommended funding options available to proceed with the Council-directed Chinatown work.

As previously identified in 2018 June, Administration had requested Council to fund the expected project cost of up to \$1 million for the proposed Chinatown work. A recent review of the project scope indicates that the estimated consulting cost to deliver the Cultural Plan and the culturally-based Local Area Plan remains at approximately \$600,000, but leaves very limited room for a contingency. Accurate consulting costs, including a breakdown of cost by year, will only be known once a detailed scope of work for the project is developed with community and stakeholder input. At this time, a funding gap remains, preventing the project team from initiating further work. Administration's investigation into alternative funding options has revealed that external funding sources do not exist.

Administration's investigation on external partnerships discovered that there are opportunities for collaboration on the Chinatown Cultural Plan and Local Area Plan work. Efforts to establish a partnership with Urban Alliance are on-going, and expected to conclude once secured project funding is in place.

Based on the funding options assessed, Administration recommends that secured funding from three City sources will enable the Council-directed Chinatown work to commence. The three City sources are: i) Planning & Development's operating budget to allocate \$350,000 over the course of 2 years; ii) \$250,000 secured through a Council Innovation Fund application (PFC2018-1133); and iii) an amount of up to \$400,000 to be drawn from the Fiscal Stability Reserve to serve as the project contingency fund.

Planning & Development Report to
Priorities and Finance Committee
2018 October 02

ISC: UNRESTRICTED
PFC2018-1107

Chinatown Cultural Plan and Local Area Plan - Update on funding and external partnerships

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommends that Council:

1. Receive for information this report in support of the Council Innovation Fund application (Report PFC2018-1133) also appearing on the 2018 October 2 PFC agenda;
2. Approve the use of \$350,000 from Planning & Development's operating budget with:
 - a. \$50,000 per year in Community Planning's 2019 and 2020 base budget in consulting; and
 - b. A one-time expenditure budget increase of \$125,000 in Community Planning's 2019 and 2020 budget to be fully offset by a one-time revenue budget increase of \$125,000 in 2019 and 2020 to a net zero budget impact for the 2 years; and
3. Approve the use of the Fiscal Stability Reserve fund to serve as contingency for Chinatown's Cultural Plan and culturally-based Local Area Plan for a one-time 2019 operating budget increase of up to \$400,000 in Community Planning.

RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, DATED 2018 OCTOBER 02:

The Administration Recommendations were lost at Committee.

Excerpt from the Minutes of the Regular Meeting of the Priorities and Finance Committee, Held 2018 October 02

“Moved by Councillor Chu

That with respect to Report PFC2018-1133, the following be approved:

1. That the Priorities and Finance Committee recommends that Council approve this application for the Calgary Innovation Fund for the Chinatown Cultural Plan and Area Redevelopment Plan in the amount of \$250,000.
2. That the Priorities and Finance Committee direct Administration to report back to PFC indicating how the money was spent and outcomes of the projects no later than Q3 2019, as per the Calgary Innovation Plan Terms of Reference.

ROLL CALL VOTE

For: (3) Mayor Nenshi, Councillor Carra, and Councillor Chu

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

MOTION DEFEATED

Pursuant to Section 134(a) of the Procedure Bylaw 35M2017, Councillor Chu requested that the lost motion be forwarded to Council for information.

**Planning & Development Report to
Priorities and Finance Committee
2018 October 02**

**ISC: UNRESTRICTED
PFC2018-1107**

Chinatown Cultural Plan and Local Area Plan - Update on funding and external partnerships

Moved by Councillor Chu

That with respect to Report PFC2018-1107, the following be approved:

That the Priorities and Finance Committee recommends that Council:

1. Receive for information this report in support of the Council Innovation Fund application (Report PFC2018-1133);
2. Approve the use of \$350,000 from Planning & Development's operating budget with:
 - a. \$50,000 per year in Community Planning's 2019 and 2020 base budget in consulting; and
 - b. A one-time expenditure budget increase of \$125,000 in Community Planning's 2019 and 2020 budget to be fully offset by a one-time revenue budget increase of \$125,000 in 2019 and 2020 to a net zero budget impact for the 2 years; and
3. Approve the use of the Fiscal Stability Reserve fund to serve as contingency for Chinatown's Cultural Plan and culturally-based Local Area Plan for a one-time 2019 operating budget increase of up to \$400,000 in Community Planning.

ROLL CALL VOTE

For: (3) Mayor Nenshi, Councillor Carra, and Councillor Chu

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

MOTION DEFEATED

Pursuant to Section 143(a) of the Procedure Bylaw 35M2017, Councillor Chu requested that the lost motion be forwarded to Council for information."

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 June 25, with respect to Report [PUD2018-0514](#) Council directed Administration to:

- a) proceed with Option 3 Chinatown Cultural Plan / Culturally-based Local Area Plan, as presented;
- b) develop funding options including a potential Council Innovation Fund application and external partnerships including but not limited to the Urban Alliance to return to Council through the Priorities and Finance Committee as soon as possible; and
- c) report back to Council, through the Standing Policy Committee on Planning & Urban Development, with a detailed scope of work for Option 3 by no later than 2019 July, if budget for Option 3 is approved

On 2016 December 05, Council approved the recommendations of [C2016-0864](#) as follows:

1. Reconsider the reporting requirement arising from Council's direction regarding 2016 January 11 Notice of Motion NM2016-01 for Administration to report back to Standing Policy Committee on Planning & Urban Development by 2016 December on the broader

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Chinatown Cultural Plan and Local Area Plan - Update on funding and external partnerships

scope of the work conducted with stakeholders, and direct Administration to report to the 2016 December 05 meeting of Council.

2. Approve the Guiding Principles as outlined in Attachment 1 to be used as an interim guide to reviewing planning applications, in conjunction with the Chinatown ARP, Centre City Plan and other City policies, until a new ARP is approved by Council.
3. Direct Administration to conduct Phase 1 of work as outlined in the Chinatown Area Redevelopment Plan and Cultural Plan Scope of Work (Attachment 2) and report back to Council, through the Standing Policy Committee on Planning & Urban Development, with a progress report by no later than 2018 Q2.

Land Use Application

On 2016 December 05, Council adopted the recommendations of report C2016-0907 as follows:

1. Give 1st and 2nd reading to 38P2015;
2. Give 1st reading to Bylaw 179D2015;
3. Consider the amendments to Bylaw 179D2015 as set out in the Revised Attachment 2 with clerical corrections.
4. Give 2nd reading to Bylaw 179D2015, as amended.
5. Withhold 3rd reading of Bylaws 179D2015 as amended, pending the conditional approval of a Development Permit by Calgary Planning Commission
6. Withhold 3rd reading of Bylaw 38P2015 pending the conditional approval of a Development Permit by Calgary Planning Commission or the passage of a new ARP for Chinatown.

On 2016 April 11, at Confirmation of the Agenda, Council referred Report CPC2015-183 and Bylaws 38P2015 and 179D2015 and the submissions received after the tabling motion was adopted by Council, to the Administration to “undertake a Scoping Report, for a new Chinatown Area Redevelopment Plan, to incorporate the following, to return with a Scoping Report to the 2016 December 05 Combined Meeting of Council:

- i) Develop a community-wide City-led Engagement process that identifies key work to be addressed in a new Chinatown Area Redevelopment Plan, and identifies preliminary topics, issues, and aspirations conveyed by a range of stakeholders;
- ii) Based on the results of the Engagement process in i) above, provide a supplementary planning report to Council on the subject application CPC2015-183, with recommendations for amendments, as appropriate; and
- iii) Coordinate with the on-going current Engagement projects in Chinatown including the Chinatown Retail Strategy, Green Line Project, and Centre City Guidebook.”

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Chinatown Cultural Plan and Local Area Plan - Update on funding and external partnerships

Notice of Motion

On 2016 January 11, Council adopted Councillor Farrell's [NM2016-01](#) directing Administration, through a future Work Program and following the completion of the Green Line and Main Streets planning projects, to consider the preparation of a new Area Redevelopment Plan (ARP) for Chinatown and to prepare a progress report on the scoping of the ARP project and to report back to City Council no later than Q4 2016 through the Planning and Urban Development Committee.

BACKGROUND

Chinatown is one of Calgary's most distinctive cultural neighbourhoods. The community is highly unique in its character and composition, and Chinatown's importance in recalling and reinforcing the history of Asian immigration to Calgary cannot be overstated. The existing ARP for Calgary's Chinatown predates the Municipal Development Plan and Calgary Transportation Plan, and is not in alignment with other significant City policies and corporate objectives. The built form and culture in Calgary's Chinatown are inextricably linked. A conversation about culture is needed to better understand and support the replacement of the existing ARP to ensure that future planning aligns with higher order policies, and future land use decisions and developments enhance the existing cultural character of the community.

In 2018 June, Administration provided a recommendation for Council's consideration that would see costs of up to \$1 million associated with Phase 2 of the Chinatown work, including a Chinatown Cultural Plan and Local Area Plan to be approved as part of Council's budget deliberations in 2018 November. An amendment was brought forward at Council on 2018 June 25 that directed Administration to develop funding options that included a Council Innovation Fund application and to explore external partnerships that included, but not be limited to, Urban Alliance.

A recent review of the project scope indicates that the estimated consulting cost to deliver the Cultural Plan and the culturally-based Local Area Plan, including engagement costs (i.e. workshops, open house venues, translation etc.) remains at approximately \$600,000, but leaves very limited room for any contingency. Accurate consulting costs, including a breakdown of cost by year, will only be known once a detailed scope of work for the project is developed with community and stakeholder input, and approved by the Standing Policy Committee on Planning and Urban Development no later than 2019 July. This approach is atypical, but was requested by Council to ensure project oversight.

Extensive public engagement carried out in 2016 over the course of eight months as a result of land use amendment application LOC2012-0101 triggered many discussions about the future of Calgary's Chinatown. Chinatown Phase 1 work leading up to 2018 June consisted of background research, preliminary project scoping and a high-level examination of costs and budget. The outcome and response to Phase 1 work reaffirmed the importance of advancing Chinatown's Cultural Plan and the culturally-based Local Area Plan as part of the second phase. Phase 2 work, as outlined in the project plan (Attachment 1), will be primarily undertaken by external consultants due to the specialized nature of the work including complex community

Chinatown Cultural Plan and Local Area Plan - Update on funding and external partnerships

dynamics, broad public interest, cultural nuances, and the extensive city-wide engagement that is expected.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

In response to Council's directive, the following provides an update on external partnerships and funding options.

External Partnerships

Urban Alliance

Urban Alliance is a strategic research partnership between The City of Calgary and the University of Calgary dating back to 2007. The partnership establishes a collaborative framework that enables the transfer of research between the University and the City with the benefit of communities in mind.

In coordination with Administration, an open invitation from the Urban Alliance Coordinator, Dr. Barry Phipps, to various university faculties to partake in the formulation of the Cultural Plan and the built-form policies of the Local Area Plan was sent out on 2018 July 19. Interest and desire to be involved with the proposed work was expressed from each of the following eight faculties: Anthropology; Community Health Sciences; Education; Environmental Design; Geography; Language, Linguistics & Cultural Studies; Nursing; and Sociology. Given the academic holidays that commenced in June, Administration will require until mid-November to short-list partnering faculties. Research proposals from interested faculty members are expected to be submitted to the Urban Alliance Coordinator by the end of 2018 November. From thereon, determining the best fit with Administration's work and scope of the Chinatown project along with secured funding from Council will narrow the number of partnering researchers.

Based on the previous experience from several hundred successful partnerships through Urban Alliance, City funding has typically assisted academic research. It is rare to see faculty or researcher funding offset the cost of a City project. Previous comments from the Urban Alliance Coordinator suggest it is unlikely that any research funding will significantly help offset the large project cost. The likelihood of Administration acquiring project funding through Urban Alliance remains extremely low.

Alberta Health Services

A limited number of conversations have taken place with public health physicians on the possibility to collaborate with Alberta Health Services on a variety of topics, including preventative medicine, aging, and the social determinants of health within an ethno-cultural setting. Further discussions are scheduled to take place in coordination with Urban Alliance with support from the Faculty of Nursing from the University of Calgary. An exhaustive update on these collaborative possibilities could not be made ready for the deadline of this report. Additional opportunities will continue to be explored as the project scope is further refined and the partnership with Urban Alliance is finalized.

Chinatown Cultural Plan and Local Area Plan - Update on funding and external partnerships

Chinatown Community Stakeholders

Based on two 2018 August meetings with various Calgary Chinatown community stakeholders, including the Community Association and the Chinatown District Business Improvement Association, Administration received commitments that future community involvement and the donation in-kind of time and services will be able to offset some of the expected costs in preparing the Cultural Plan and the culturally-based Local Area Plan. As part of these community discussions, contributions from the community could include assistance with some aspects of translation, assistance with advertising and promotions, and subsidizing the full or partial cost of event venues. The community's assistance has the possibility of reducing costs and improving the effectiveness of consultation and overall engagement.

With over 100 active community groups in Chinatown, several groups are also actively pursuing grant funding through grant-issuing organizations that include Calgary Economic Development and the Calgary Foundation. Potential funds from grants may be used by community members to inform the preparation of the Cultural Plan and the culturally-based Local Area Plan. Community contributions, beyond cost reductions, will increase the knowledge base of the project, help develop community connections, and commitment to the plans.

Administration notes that the outcome of many grant applications that have been applied for by community members in Chinatown will not be known until late 2018. Reliance on community grants to fund The City's work can complicate the scoping of the project and the defining of deliverables, and may affect the project timelines.

Potential Funding Sources

Federal and Provincial Grants

In 2018 July and August, Administration undertook the investigation of suitable grants from higher level governments that could offset the cost of the Chinatown Cultural Plan and the Local Area Plan. While a number of grants exist that provide support to planning work undertaken at the municipal level, the proposed Chinatown project work does not meet the eligibility requirements to access these funds. Many of the grants are meant to assist smaller municipalities with a population of under 25,000 residents. Other eligibility requirements necessitate partnerships with Non-Government Organizations and non-profit organizations on projects that can be readily implemented within 12 months. The Chinatown project work is expected to take over 24 months to complete.

Council Innovation Fund

A Council Innovation Fund application co-sponsored by Ward 7 Councillor, Druh Farrell and Ward 4 Councillor, Sean Chu will be on the 2018 October 2 PFC agenda (see Report PFC2018-1133). The purpose of the Council Innovation Fund is to encourage innovation and pilot projects that support goals of Council and have city-wide application. Successful applications need to demonstrate the potential to change citywide policies and procedures, and support or contribute to initiatives that further Council's priorities.

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Integrating a Cultural Plan with a new culturally-based Local Area Plan in Chinatown would be a first for Calgary. The City is moving towards a more deliberate and formalized approach to integrating a cultural lens when developing planning policy. In addition, Chinatown provides an opportunity to develop and pilot new engagement practices, which will influence The City's approach to culturally sensitive engagement, benefiting not only Chinatown, but also other communities across the city. The proposed Chinatown work would be innovative at both the local and national level, and could serve as a pilot project for a new way of informing future policy plans. The co-sponsored application appearing on the 2018 October 2 agenda is seeking a withdrawal of \$250,000 from the Council Innovation Fund that currently has a balance of \$740,449.

Planning & Development's Budget

Administration's investigation to fund Phase 2 of the Chinatown work through Planning & Development's budget determined there is capacity to withdraw \$50,000 per year from the Community Planning consulting budget in 2019 and 2020 for a total of \$100,000 over the course of two years. In addition, a one-time expenditure budget increase of \$125,000 in 2019 and 2020 for a total of \$250,000 is requested, which will be fully offset by a one-time revenue budget increase for 2019 and 2020 to a net zero budget impact for the two years. This will enable Planning & Development's operating budget to fund a total of \$350,000 of the anticipated Phase 2 Chinatown work over the course of two years.

Funding from the Council Innovation Fund and Planning & Development's operating budget amount to a total of \$600,000. As referenced within Attachment 2, this is the minimum amount of secured funding that is required in order to proceed with developing a Cultural Plan and the culturally-based Local Area Plan. It should be noted that the estimated consulting costs are based on a broadly scoped Expression of Interest from 2017, and the actual consulting costs may increase from additional scoping that is expected to be undertaken in consultation with community and industry stakeholders. The Fiscal Stability Reserve has been identified to fund the project's contingency.

Fiscal Stability Reserve

The Fiscal Stability Reserve (FSR) is a contingency fund meant for operational emergencies, urgent or contingency capital expenditures, and to compensate for unplanned revenue reductions with significant financial impacts. Funding from the FSR can also be used to fund one-time operating budget expenditures. Administration recommends that Council approve a one-time 2019 budget increase of up to \$400,000 in Community Planning to be funded by the FSR to serve as contingency for Chinatown Phase 2 work including the Cultural Plan and culturally-based Local Area Plan for 2019 and 2020.

Funding Conclusion

Administration's assessment into funding options has concluded that external funding sources do not exist at this time. Planning & Development's consulting budget in itself cannot entirely

Chinatown Cultural Plan and Local Area Plan - Update on funding and external partnerships

fund the project, and the sizable funding gap poses a significant project risk by not allocating the required resources at the project initiation stage. As a result, Administration recommends that a combination of internal City sources be used to fund the Council-directed Chinatown work.

Stakeholder Engagement, Research and Communication

Extensive internal and external community engagement was completed in 2016. As a result, targeted consultation was undertaken in 2018 July and August in response to the latest direction from Council on 2018 June 25. Specifically, several Chinatown community stakeholder groups met with Administration on two occasions in 2018 August.

In addition, a number of meetings and telephone conversations with the Urban Alliance Coordinator led to a formal session at the University of Calgary campus on 2018 September 21. The purpose of the session was for Administration to provide more information on the project needs, mandate, process, and timelines to interested researchers from the University of Calgary. This session was also an opportunity for Administration to work with the researchers in determining the most effective way to collaborate.

Chinatown's Phase 2 work will require purposeful, intensive consultation with citizens, the development industry, community groups, and Council. Creating opportunities for further dialogue and input prior to policy formulation is critical in order to inform future decisions affecting the community while holistically integrating cultural considerations into all aspects of government planning and decision-making.

Strategic Alignment

Secured funding to undertake the Chinatown Cultural Plan and the culturally-based Local Area Plan aligns with direction from the South Saskatchewan Regional Plan (SSRP), which directs municipalities to increase the proportion of new development within already developed lands through infill and redevelopment. Further, the SSRP calls for planning to be undertaken in such a manner that new development makes use of existing infrastructure.

Completion of the Cultural Plan and the Local Area Plan also aligns with Municipal Development Plan policies that call for creating a livable, vibrant, and diverse Centre City; fostering distinctive complete communities with a strong sense of place; and creating great communities by fostering community dialogue and participation in community planning. Phase 2 project work will also build on Transit Oriented Development principles with the 2nd Street SW Green Line station location expected near Chinatown's Daqing Square.

Social, Environmental, Economic (External)

Work on the proposed Chinatown Cultural Plan and the culturally-based Local Area Plan will provide new comprehensive policies and growth direction based on social, environmental and

Chinatown Cultural Plan and Local Area Plan - Update on funding and external partnerships

economic priorities of community stakeholders and all Calgarians that work in, live in, and visit Chinatown.

Direction and secured funding for the Chinatown Cultural Plan and the culturally-based Local Area Plan work will advance the following Council priorities:

- A Prosperous City – Supporting The City of Calgary and Calgary as a whole to continue to attract diverse talent, build resiliency and be a place of opportunity.
- A City of Safe and Inspiring Neighbourhoods – Supporting the realization of safe, accessible and inclusive neighbourhoods that foster the opportunity for diverse community members to participate in civic life.
- A City That Moves – Ensuring access to safe and affordable transportation choices.
- A Healthy and Green City – Supporting the delivery of equitable City services that reflect the diverse needs of Calgarians with respect to recreation and living opportunities.

Financial Capacity

Current and Future Operating Budget:

No impact to the current 2018 operating budget is expected.

Information presented within this report has an impact on the future Planning & Development operating budget with \$350,000 earmarked towards the consulting cost to undertake the next phase of Chinatown work. The amount of \$100,000 from the \$350,000 will be funded by Planning & Development's base budget. The remaining \$250,000 will be funded from the expenditure budget to be fully offset by a revenue increase, resulting in a net zero impact on the budget.

Secured funding from the Planning & Development operating budget and the Council Innovation Fund application provides a lump sum total of \$600,000, which is the minimum amount necessary to deliver the Chinatown Cultural Plan and the culturally-based Local Area Plan as referenced within Attachment 2.

Current and Future Capital Budget:

There are no impacts regarding this request.

Risk Assessment

Chinatowns across North America are facing a number of pressures that threaten their continued existence. Calgary's Chinatown finds itself at a cusp whereby a new vision is needed to strengthen the community identity and provide direction on the suitable integration of new developments.

Failure to secure the requested funding for Chinatown's Cultural Plan and a culturally-based Local Area Plan will result in the continued existence of an outdated policy plan that does not align with higher order policies and corporate objectives stated within the Municipal Development Plan. An outdated policy framework makes the review and outcome of current and future planning applications more unpredictable and costly. This may put the community, customer, Council, and Administration in a position of uncertainty, and delay timely approval of

Chinatown Cultural Plan and Local Area Plan - Update on funding and external partnerships

applications. Inevitable demographic changes and the development of the Green Line will undoubtedly affect the community. The continued surge in the willingness from the community members to participate in a new direction, if not capitalized and appropriately funded, could be a missed opportunity.

Without a source of secured funding that has an appropriately sized contingency, the flexibility of the project is compromised. Unexpected emerging issues may not be adequately dealt with, or may force the project team to go back, midstream, to Council for more resources. Appropriately funding Phase 2 Chinatown work enables an opportunity to pilot a new way of informing future Local Area Plans by integrating a cultural lens when developing built-form policies.

REASON(S) FOR RECOMMENDATION(S):

The appropriate funding for the Chinatown Cultural Plan and the culturally-based Local Area Plan presents a unique opportunity to define a detailed vision for Chinatown's future based on current policy and corporate objectives. Securing the minimum funding requirement of \$600,000 through the Council Innovation Fund and Planning & Development's operating budget avoids significant risks that will delay the delivery of the Cultural Plan and the culturally-based Local Area Plan. Identifying an additional funding source for contingency allows the project team to secure funding of up to \$1 million to develop and pilot new processes that include engagement practices that will influence The City's approach to culturally sensitive engagement, benefiting not only Chinatown, but also other plan areas across the city. Without new direction for Calgary's Chinatown, the processing of current and future planning applications will be further complicated and may lead to a deteriorating cultural fabric. Secured funding for this project will send a strong message of commitment for a vibrant and active Chinatown into the future.

ATTACHMENT(S)

1. Attachment 1 – Chinatown Project Plan – Phase 2
2. Attachment 2 – Anticipated Chinatown Consulting Costs

Chinatown Project Plan – Phase 2

Cultural Plan / Culturally-based Local Area Plan

Upon securing funding for Chinatown’s phase 2 project work, a well detailed Terms of Reference will be prepared by Administration that will lead directly in to the Request for Proposals process to retain consultants. Due diligence will be exercised in selecting consultant(s) with the appropriate project management skills and expertise to undertake a project of this magnitude. A detailed Scope of Work (deliverables and timelines) will be developed by the consultant in coordination with the project team with community and stakeholder input. Oversight will be introduced by taking the project’s Scope of Work for approval to the Standing Policy Committee on Planning & Urban Development no later than 2019 July.

Initially, the hired consultant(s) will undertake a community engagement process for the Cultural Plan to establish the community’s cultural vision, priorities, and develop a roadmap for future cultural development. This will serve to build on the foundation of planning work and research completed to date. The Cultural Plan will inform The City’s interaction with Chinatown in relation to the built environment, programming and other areas. The finding from the Cultural Plan can be used by external organizations such as Urban Alliance, community members, and businesses to undertake their own initiatives.

Following the cultural conversation, the Local Area Plan process would be undertaken to develop planning policies that address the community’s planning and development vision through a culturally specific lens.

	Chinatown’s Cultural Plan and culturally-based Local Area Plan
Consulting Estimate	\$500,000
Engagement Hard Costs Estimate (ads, venues, etc.)	\$100,000
Total Estimated Cost (Consulting + Hard Costs)	\$600,000 <ul style="list-style-type: none"> Does not include staff overtime for engagement events
Can this be accommodated within current budget?	No <ul style="list-style-type: none"> Additional budget of up to \$1 million is required to address emerging issues and ensure flexibility in piloting new processes that include engagement practices and integrating a cultural plan into the built-form policies of the Local Area Plan.

Chinatown Phase 2 work requires significant resources, potentially for an extended time, and cannot be supported entirely through the business units’ consulting budgets. It is estimated that the minimum secured funding of approximately \$600,000 is needed for consulting and engagement work.

The cost may be much higher as accurate consulting costs, including a breakdown of cost by year, will only be known once a Request for Proposals process is undertaken. As such, Administration recommends having a project budget available for up to \$1 million. Council directed work cannot commence until funding is secured for the duration of the project.



Anticipated Chinatown Consulting Costs

	Planning policy	Cultural plan	Total
Plan	\$200,000	\$125,000	\$325,000
Engagement	\$50,000	\$50,000	\$100,000
Translation	\$50,000	\$25,000	\$75,000
Workshops & open houses	<u>\$50,000</u>	<u>\$50,000</u>	<u>\$100,000</u>
Base Cost* Min. secured funding required	\$350,000	\$250,000	\$600,000
Contingency	<u>\$300,000</u>	<u>\$100,000</u>	<u>\$400,000</u>
Grand Total** including contingency	\$650,000	\$350,000	\$1,000,000

NOTE: *All costs are estimates based on a high level scope of work.

**Consulting expense items have been split and estimated based on the responses to The City's 2017 Expression of Interest. Costs may vary significantly and are subject to be combined and pooled as part of a future Request for Proposal process.

Mayor's Office Report to
Priorities and Finance Committee
2018 October 02

ISC: UNRESTRICTED
PFC2018-1133

Council Innovation Fund Application

Council Sponsor: Councillor Druh Farrell and Councillor Sean Chu

Internal Sponsor(s): Community Planning & Calgary Recreation

Name of Project: Chinatown Cultural Plan and Area Redevelopment Plan

EXECUTIVE SUMMARY

Councillor Farrell and Councillor Chu are sponsoring an application to the Council Innovation Fund ("CIF") with the cooperation and support of Community Planning and Calgary Recreation. This application is seeking \$250,000 to support the one-time creation of the Chinatown Cultural Plan and a culturally-based Local Area Plan. Through unanimous approval of the Chinatown Area Redevelopment Plan Phase 1 Report (PUD2018-0514) at the 2018 June 25 Regular Meeting of Council, Council directed Administration to proceed with developing a Chinatown Cultural Plan and a culturally-based Local Area Plan. Funds from the CIF would go towards the total estimated budget of \$600,000 and would be used for anticipated consulting costs, including city-wide consultation and engagement conducted in several languages. Item PFC2018-1107 on the 2018 October 2 PFC agenda is related to this application.

RECOMMENDATION:

1. That the Priorities and Finance Committee recommend Council approve this application for the CIF for the Chinatown Cultural Plan and Area Redevelopment Plan in the amount of \$250,000.
2. That the Priorities and Finance Committee direct Administration to report back to PFC indicating how the money was spent and outcomes of the projects no later than Q3 2019, as per the CIF Terms of Reference.

RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, DATED 2018 OCTOBER 02:

The Administration Recommendations were lost at Committee.

Excerpt from the Minutes of the Regular Meeting of the Priorities and Finance Committee, Held 2018 October 02

Moved by Councillor Chu

That with respect to Report PFC2018-1133, the following be approved:

1. That the Priorities and Finance Committee recommends that Council approve this application for the Calgary Innovation Fund for the Chinatown Cultural Plan and Area Redevelopment Plan in the amount of \$250,000.
2. That the Priorities and Finance Committee direct Administration to report back to PFC indicating how the money was spent and outcomes of the projects no later than Q3 2019, as per the Calgary Innovation Plan Terms of Reference.

**Mayor's Office Report to
Priorities and Finance Committee
2018 October 02**

**ISC: UNRESTRICTED
PFC2018-1133**

Council Innovation Fund Application

Council Sponsor: Councillor Druh Farrell and Councillor Sean Chu

Internal Sponsor(s): Community Planning & Calgary Recreation

Name of Project: Chinatown Cultural Plan and Area Redevelopment Plan

ROLL CALL VOTE

For: (3) Mayor Nenshi, Councillor Carra, and Councillor Chu

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

MOTION DEFEATED

Pursuant to Section 134(a) of the Procedure Bylaw 35M2017, Councillor Chu requested that the lost motion be forwarded to Council for information.

PREVIOUS COUNCIL DIRECTION / POLICY

Council Innovation Fund:

As part of the 2010 November deliberations on the 2011 budget, Council established the CIF and directed Administration to develop Terms of Reference for the fund and create criteria that would guide Council on withdrawals request from the CIF. The Terms of Reference (see attachment 2) were adopted in March 2011 and are based on the following:

- The project will contribute to Council's goals and has potential City-wide application;
- The project is innovative or a pilot project or experiment that proposes a new or different way of doing The City's work.

Successful applications must provide detailed documentation and address one of the following:

- a) One-time start up or "seed" funds for initiatives or programs which will support or contribute to Council's priorities.
- b) Pilot projects or experiments that have potential to change city-wide policies and procedures.

Any Council member(s) can submit an application to the Priorities and Finance Committee for review and consideration and ultimately for Council's consideration and approval. The proposal for funding must demonstrate credibility, fiscal responsibility and good management which will be important considerations in the evaluation of applications.

Chinatown Cultural Plan:

Through unanimous approval of the Chinatown Area Redevelopment Plan Phase 1 Report (PUD2018-0514), Council directed Administration to proceed with developing a Chinatown Cultural Plan and a culturally-based Local Area Plan.

BACKGROUND

Currently, there is \$740,449 remaining in the Council Innovation Fund.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

See Attachment 1 for more details.

Stakeholder Engagement, Research and Communication

See Attachment 1 for more details.

Mayor's Office Report to
Priorities and Finance Committee
2018 October 02

ISC: UNRESTRICTED
PFC2018-1133

Council Innovation Fund Application

Council Sponsor: Councillor Druh Farrell and Councillor Sean Chu

Internal Sponsor(s): Community Planning & Calgary Recreation

Name of Project: Chinatown Cultural Plan and Area Redevelopment Plan

Strategic Alignment

See Attachment 1 for more details.

Social, Environmental, Economic (External)

See Attachment 1 for more details.

Financial Capacity

Current and Future Operating Budget:

See Attachment 1 for more details.

Current and Future Capital Budget:

This would draw down the Council Innovation Fund by \$250,000. Should Council approve this application, the remaining balance in the Council Innovation Fund would be \$490,449.

Risk Assessment

The Terms of Reference for the CIF have been developed to support a wide variety of candidate projects. Councillors retain the discretion to develop and support applications to the CIF and Council retains the discretion and final decision-making power over withdrawals from the fund.

REASON(S) FOR RECOMMENDATION(S):

This application meets the Terms of Reference for the CIF. This project is a one-time funding request that has the potential to have a city-wide impact. The Chinatown Cultural Plan and culturally-based Local Area Plan advances the Citizen Priorities and Council Directives. In addition, Council has provided unanimous support for this project and funds from the CIF would help implement this direction.

ATTACHMENT(S)

1. Attachment 1 – Councillor Farrell and Councillor Chu's CIF Application: Chinatown Cultural Plan and Area Redevelopment Plan
2. Attachment 2 – City Manager Report – Council Innovation Fund Terms of Reference (Policy Interpretation) PAC2011-05 - 2011 March 01

Application to The City of Calgary Council Innovation Fund

Date: 2018 October 2

Name of Project: Chinatown Cultural Plan and Local Area Plan

Sponsor: Councillor Farrell and Councillor Chu

Affected Business Unit(s) and/or Departments: Community Planning & Calgary Recreation

Amount of Funds Requested: \$250,000

Project Description:

Chinatown is unique in its character and composition and is one of Calgary's most distinctive cultural neighbourhoods. Chinatown is a community with strong cultural, social, and heritage aspects. It draws people from across Calgary and the region. The existing Area Redevelopment Plan (ARP) for Calgary's Chinatown is over 30 years old. It is considered to be outdated and not aligned with the Municipal Development Plan or other significant City policies and corporate objectives.

Through unanimous approval of the Chinatown Area Redevelopment Plan Phase 1 Report (PUD2018-0514), Council directed Administration to proceed with developing a Chinatown Cultural Plan and a culturally-based Local Area Plan.

Cultural planning is a new process to identify and leverage a community's cultural resources, and integrate a cultural lens across all facets of local government planning and decision-making. Culture is anything that defines the unique identity of a community or social group, including such characteristics as social customs, seasonal traditions, geography, cuisine, oral traditions, fashion, visual and performing arts, literature, music, and religious expression. Given the dynamics of Calgary's Chinatown, there is a need to ensure that its unique culture informs future land use and development decisions.

Funding from the Council Innovation Fund would cover the anticipated consulting costs, including city-wide consultation and engagement conducted in several languages.

Project Benefits – Why is this project needed, and why now?

The existing Area Redevelopment Plan (ARP) for Calgary's Chinatown dates back to 1986. The format of the document is outdated and it provides limited development direction. Further, the ARP policies are not well aligned with the Municipal Development Plan or other significant City policies and corporate objectives.

Calgary's population over the years has become increasingly diverse, and that diversity is not well observed in the planning process. Lessons learned from the proposed work in Chinatown will influence current processes and procedures. Chinatown's demographic trends also indicate that a transition is underway, with pressures that do not align with the community's vision of how the community should evolve. This was apparent in 2016 when an application to redesignate a site was met with a high degree of controversy within the community and required extensive City planning, communications, and public engagement resources. With many Chinatowns across North America struggling, providing timely support to Calgary's Chinatown will help develop a vision for appropriate and sustainable development.

The City is moving towards a more deliberate and formalized approach to include cultural planning and cultural elements in planning policy. Chinatown provides an opportunity to develop and pilot a new

process, which will influence The City's approach to ethno-cultural engagement and develop cultural competency benefiting not only Chinatown, but also other communities city-wide.

Significant work was completed since 2015 and the community is eager to continue working with The City on a long term vision for Chinatown. Recent work by the community to document its history fits well with the cultural planning process. City Council approved a Cultural Plan for Calgary in 2016 that highlights the importance of integrating culture into all aspects of government planning. Combining a Cultural Plan with a new Local Area Plan in Chinatown would be a first for Calgary and could serve as a pilot project for a new way of informing future Local Area Plans. Undertaking a culturally-based Local Area Plan in Chinatown offers the opportunity to incorporate insightful lessons into future planning processes, and offer the opportunity to test engagement techniques.

Given Chinatown's overall importance to Calgary, and the growing momentum within and around the community, now is the appropriate time to define a vision for Chinatown's future. A critical component in developing a Cultural Plan and a culturally-based Local Area Plan will be community consultation and engagement that will be undertaken in at least three languages and adapted to the local context. Previous public consultation and engagement as part of preparing other Local Area Plans across the city have typically been in English only. Funding from the Innovation Fund will enable Administration to advance and potentially change city-wide processes on consultation and engagement with ethnically diverse groups. Lessons learned as part of the work undertaken on Chinatown will deliver a Best Practices Guide for future consultation in other ethnically diverse communities across Calgary.

The existing Chinatown ARP does not contemplate the Green Line or the station to be located at 2 Street and 2 Avenue SW. The Green Line will affect nearby development sites and increase community accessibility. A new culturally-based Local Area Plan for Chinatown is a significant opportunity for station area placemaking, exploring land uses that promote vibrancy around the station, and identifying connections throughout the community.

How does this project meet the Criteria of the fund as set out in the Terms of Reference?

Administration's work on the Chinatown Cultural Plan and the culturally-based Local Area Plan aligns with the Council Innovation Fund's purpose to support one-time funding to projects that can impact policy and procedures. Work on these plans supports innovation in allowing the community's culture to inform the built-form policies of the Local Area Plan. In the long term, innovation will be demonstrated through the documentation of lessons learned, the use of terminology, and examples of cultural considerations for Local Area Plans. This will further the practice of planning culturally at The City, and potentially informing a Best Practices Guide on consultation and engagement with ethno-cultural populations.

The Chinatown Cultural Plan and culturally-based Local Area Plan work advances the following Citizen Priorities:

- A Prosperous City – Supporting The City of Calgary and Calgary as a whole to continue to attract diverse talent, build resiliency, and act as a place where there is opportunity for all.
- A City of Safe and Inspiring Neighbourhoods – Supporting the realization of safe, accessible, and inclusive neighbourhoods that foster the opportunity for diverse community members to participate in civic life and equally benefit from City services.

- A City That Moves – Ensuring access to safe and affordable transportation choices. Supporting understanding of differing safety and accessibility priorities for diverse groups, as well as identifying tangible actions to address these different needs.
- A Healthy and Green City – Supporting the delivery of equitable City services that reflect the diverse needs of Calgarians with respect to recreation and living opportunities.
- A Well-Run City – The City of Calgary is further supported as a high performance organization that leverages diverse talents, engages in evidence-based, conducts quality decision-making, and delivers efficient and effective services.

Project Overview and Budget

Chinatown Area Redevelopment Plan Phase 1 Report (PUD2018-0514) identified the need for outside consulting expertise given the specialized nature of the work, complex community dynamics, broad public interest, cultural nuances, language barriers, and high public engagement expectations. At the 2018 June 25 Regular Meeting of Council, unanimous support was given by Council for this work.

Consulting costs to deliver the Cultural Plan and culturally-based Local Area Plan are outlined in Table 1. Further work on scoping the project and hiring the consultant(s) will start immediately following the full budget approval. The direction approved by Council as part of PUD2018-0514 requires significant resources, likely over an extended time, and cannot be entirely supported through the business units' consulting budget. It is estimated that this work will cost approximately \$600,000 for consultants and engagement hard costs, but this could be higher due to the community's diversity and competing interests of various groups. Additional costs may also arise from a potential change in scope when a detailed Request for Proposal (RFP) is developed with the community. All internal staff costs are excluded.

Table 1: Chinatown Cultural Plan and culturally-based Local Area Plan anticipated consulting costs

Expense	ESTIMATED COST
Cultural Plan	\$125,000
Area Redevelopment Plan	\$200,000
Engage consultant	\$100,000
Engagement workshops & open houses	\$100,000
Translation Services	\$75,000
Total Estimated Consulting Costs	\$600,000

NOTE: The figures provided above are based on a high level scope of work only. The actual cost may vary based on the successful candidate. Consulting expense items have been split, where possible, based on the findings from relatable projects and The City's 2017 Expression of Interest (EOI).

Accurate consulting costs, including a breakdown of cost by year, will only be known once a Request for Proposals and the scope of work processes are undertaken. Secured funding will help mitigate any unforeseen circumstances that may arise with the community and help ensure the successful execution of this work. As part of the Chinatown Area Redevelopment Plan Phase 1 Report (PUD2018-0514), Council directed Administration to report back to Council, through the Standing Policy Committee on Planning & Urban Development, with a detailed scope of work by no later than 2019 July.

Community Planning and Calgary Recreation will jointly manage the project. The budget split between these two business units is not yet determined. The recommended approach would be for all funds from

the Council Innovation Fund to be administered by Community Planning. Recreation will recover their costs from Community Planning by means of a Letter of Agreement. A summary of key findings and an update on the project work will be provided to Council through PFC no later than Q3 2019.

**City Manager Report to
Personnel and Accountability Committee
2011 March 01**

**ISC: UNRESTRICTED
PAC2011-06
Page 1 of 2**

**CITY MANAGER REPORT – COUNCIL INNOVATION FUND TERMS OF REFERENCE
(POLICY INTERPRETATION)**

SUMMARY/ISSUE

As part of the 2010 November deliberations on the 2011 budget, Council established the Council Innovation Fund (CIF). Subsequent Council direction gave rise to the need to create Terms of Reference identifying criteria to qualify for withdrawals from the Fund.

PREVIOUS COUNCIL DIRECTION/POLICY

On 2010 November 29 Council adopted a motion amending the 2011 Operating and Capital Budgets and Business Plans, authorizing up to \$5 Million from the Fiscal Stability Reserve to be used for innovation and pilot projects subject to the approval of Council. On 2011 February 14 Council adopted a motion directing Administration to consult with Members of Council in drafting a Terms of Reference (TOR) for the Innovation Fund, to return to the Personnel and Accountability Committee (PAC) no later than 2011 March 01 and ... that no applications to the Innovation Fund be approved until the TOR have been adopted by Council.

ADMINISTRATION RECOMMENDATION:

That PAC recommends that Council adopt the Terms of Reference (see Attachment) for applications to the Council Innovation Fund.

INVESTIGATION

Council established the Council Innovation Fund through the 2010 November deliberations on the 2011 budget.

Candidate projects requesting withdrawals from the Council Innovation Fund have been brought forward to Council individually for approval. To date two projects have received funding: a facilitated review of The City's municipal purpose and core services (up to \$2.5 million) and the Mission Road Main Street Project (\$300,000).

Given the level of interest in the CIF to date it is anticipated that more funding requests will be forthcoming. Some criteria and a process for requesting and approving funds are needed.

The proposed Terms of Reference (Attachment 1) establish some guidelines for disbursements from the CIF, based on the following:

- The project will contribute to Council's goals and has potential City-wide application;
- The project is innovative or a pilot project or experiment that proposes a new or different way of doing The City's work.

Candidate projects will be expected to provide detailed supporting documentation.

An approved Terms of Reference will provide helpful guidelines to applicants wishing to requisition monies from the fund, which will make the application process easier to understand and comply with and therefore more efficient. Clear Terms of Reference will enhance the transparency and fairness of decision-making regarding use of the Council Innovation Fund, and will enable Council to demonstrate value for money to the taxpayers.

BUSINESS PLAN/BUDGET IMPLICATIONS

Establishing the Terms of Reference will make decisions regarding expenditures from the Council Innovation Fund more transparent and easier to understand.

The Council Innovation Fund should be used for operating budget items.

Applications to the CIF will be entertained throughout the 2011 calendar year. To date \$2.8 million has been allocated, leaving

**City Manager Report to
Personnel and Accountability Committee
2011 March 01**

**ISC: UNRESTRICTED
PAC2011-06
Page 2 of 2**

**CITY MANAGER REPORT – COUNCIL INNOVATION FUND TERMS OF REFERENCE
(POLICY INTERPRETATION)**

\$2.2 million in the Fund. In order to ensure that some monies remain available for the latter part of the year, no more the \$1.1 million from the funds remaining in the CIF should be disbursed before 2011 July 01. This will ensure that \$1.1 million remains in the Fund for applications that may be submitted between 2011 July 01 and December 31.

RISKS

The proposed Terms of Reference for the Council Innovation Fund have been developed to be flexible enough to support a wide variety of candidate projects. The risk associated with adopting the proposed Terms of Reference is that the flexibility created results in ambiguity as to whether a project does or does not qualify for the fund. This risk is of low impact as Council retains discretion and final decision-making power over withdrawals from the fund.

ATTACHMENT

Terms of Reference for the Council Innovation Fund.

TERMS OF REFERENCE FOR THE COUNCIL INNOVATION FUND

Purpose of the Council Innovation Fund

The broad purpose of the Council Innovation Fund (CIF) is to encourage innovations or pilot projects that have the potential to support or contribute to the goals of Council and that have city-wide application.

Guidelines

1. Process for Applications

- a) Applications for the withdrawal of funds from the CIF shall be brought by members of Council to Council for approval through a report included in the agenda of the Personnel and Accountability Committee (PAC). PAC will recommend approval or rejection to Council.
- b) The Mayor's Office will be the point of contact for all applications and will forward all proposals to PAC. Applications should be submitted to the Mayor's office no later than the 15th of the month.
- c) The applicant will be expected to complete and submit a prescribed form to the Mayor's Office. It is the responsibility of the member of Council seeking to access the CIF to use the application form to make their case to Council in the context of these guidelines.
- d) Successful applicants must report back to Council through PAC indicating how the money was spent and the outcomes of the project within 12 months of the approval of funding.
- ↓
- e) Any unused portions of CIF awards must be returned to the CIF.

2. Criteria for Successful Applications

Applications should demonstrate that the proposal is consistent with the Purpose of the Council Innovation Fund as set out in these Terms of Reference.

Successful applications will address one of the following:

- a) One-time start up or "seed" funds for initiatives or programs which will support or contribute to Council's priorities.
- b) Pilot projects or experiments that have the potential to change city-wide policies and procedures.

Applications for funding must include detailed documentation..

The proposal for funding must demonstrate credibility, fiscal responsibility and good management which will be important considerations in the evaluation of applications.



NOTICE OF MOTION

RE: Pathway Closure and Detour Improvements**Sponsoring Councillor(s):** Councillor Druh Farrell

WHEREAS the Council-approved Municipal Development Plan, Calgary Transportation Plan, Step Forward pedestrian strategy, and Cycling Strategy emphasize walking and cycling as safe and accessible transportation options for Calgarians;

AND WHEREAS Calgary offers over 850 kilometres of pathways city-wide, providing transportation and recreation options for Calgarians from all communities and of all backgrounds;

AND WHEREAS pathway closures have significant impacts on the accessibility and enjoyment of Calgary's pathway system, particularly where relevant alternative routes do not consistently provide comparable walking and cycling accommodations, require lengthy detours, or are non-existent;

AND WHEREAS, while pathways are generally designed to be used by people of all ages and abilities, on-street detour routes often provide infrastructure that is inappropriate for the same range of users;

AND WHEREAS several recent major pathway closures generated complaints from Calgarians for poor advanced communication, signage, and detour provisions;

AND WHEREAS recent pathway closure and detour concerns are the result of contractor errors, City Administration missteps, and/or lack of inter-departmental coordination;

NOW THEREFORE BE IT RESOLVED that City Council directs City Administration to develop a consistent inter-departmental strategy to better manage pathway closures and detours, with particular consideration to:

1. Advanced on-site and digital communications to pathway users and local stakeholders;
2. Improved pathway signage that is clear and legible at both walking and cycling speeds;
3. Improved and more intuitive en route detour signage that is similar to detours for automobile-related closures;
4. Improved barrier implementation that more consistently prevents access to construction sites by pathway users;
5. Providing detour routes that offer similar accessibility, comfort, and safety for users of all ages and abilities wherever possible;
6. Providing temporary mid-block and intersection modifications on detour routes, where necessary, to improve the function of those routes for the influx of all age and ability users who are walking and cycling;
7. Clearer and more consistent expectations for contractors on pathway closures and detours, with proactive inspections from City Administration to ensure proper execution;
8. Improved coordination between Parks, Transportation, and other departments on closure timing and detour routes.



Report Number: C2018-1218

Meeting: Regular Meeting of Council

Meeting Date: 2018 October 15

NOTICE OF MOTION

RE: Reforming Council's Closed-Door Meetings**Sponsoring Councillor(s):** Councillor Jeromy Farkas

WHEREAS Calgary City Council (Council) is a democratically elected body, and must be accountable to the citizens of Calgary;

AND WHEREAS the Municipal Government Act requires all meetings of Council to be open to the public, with limited exceptions made such as for personnel issues, legal matters, business dealings such as land sales, or proprietary information;

AND WHEREAS as reported in the media and by academic institutions, Council's use of closed-door meetings has increased exponentially over recent years;

AND WHEREAS the public is owed as a clear line-of-sight as possible into Council's decision-making process and the use of public funds;

AND WHEREAS a new dedicated boardroom was constructed to facilitate Council's in camera and strategic sessions as part of the \$2.65 million renovation and creation of the new Calgary Power Reception Hall, but to date a public tour has not been conducted;

AND WHEREAS the practice has been that closed-door meetings may be convened through a simple "voice vote" without a clear affirmative indication of intent from every Council member present, and without a clear indication of the relevant Freedom of Information and Protection of Privacy Act legislation enabling clauses;

AND WHEREAS Calgarians have no recourse or ability to challenge the appropriateness of Council's use of closed meetings, unlike jurisdictions such as the Province of Ontario that have adopted practices enabling third-party investigation of complaints regarding the appropriateness of municipal closed meetings;

AND WHEREAS the majority of Council's confidential agenda items occur as verbal-only reports with no "paper trail";

AND WHEREAS through the adoption of C2018-0405 on April 5, 2018 Council directed administration to report on the categories of matters that have been discussed in closed meetings of Council along with information about governance best practices to assist in decreasing the amount of time Council spends in closed meetings while still ensuring that personal privacy be protected;

NOW THEREFORE BE IT RESOLVED that Council directs Administration, through its review of governance practices used by other Canadian municipalities, to also explore the viability and legality of the following potential reforms:

1. Requiring closed meetings to begin only with the roll call or recorded vote of each City Councillor being put on the record as for (or against) with a clear legal reason;
2. Requiring at least a basic paper record of every confidential Agenda item;
3. Implementing a “sunset clause” so that confidentiality must be lifted after the matter is resolved or after a certain period of time;
4. Allowing any elected Councillor to bring in assistance such as independent legal counsel, the ethics advisor, the Integrity Commissioner, or provincial oversight to a closed-door meeting;
5. Implementing an investigation process where members of the public or elected Councillors can challenge whether a closed-door meeting was properly convened; and
6. Recording audio and visual of closed-door meetings so that they can be later reviewed if necessary.

AND FURTHER BE IT RESOLVED that Council directs Administration to conduct a yearly public tour of Council’s in camera meeting spaces such as the Council Board Room and Council Lounge; to begin no later than Q4 2019.



Report Number: C2018-1219

Meeting: Regular Meeting of Council

Meeting Date: 2018 October 15

NOTICE OF MOTION

RE: Business Advisory Committee

Sponsoring Councillor(s): Councillor Ward Sutherland

WHEREAS it is timely for The City of Calgary to be perceived as "open for business" to investors and business owners, and to deliver our services in an efficient and effective manner.

AND WHEREAS we must continually assess our business practices and processes to ensure we are removing barriers and providing value for our customers;

AND WHEREAS the Business Advisory Committee will provide insights and perspectives from across a variety of business sectors to guide and support Administration in the execution of business-friendly initiatives;

AND WHEREAS the Business Advisory Committee will have the ability to provide recommendations and identify areas where additional support or guidance from Council may be required;

AND WHEREAS the Business Advisory Committee will establish a membership which includes, but is not limited to, those listed below, to provide cross-industry and cross-departmental perspectives to ensure The City is continually improving as we strive to be "open for business";

- | | |
|--------------------------------|-----------------------------|
| • Chamber of Commerce | • Up to 5 City of Calgary |
| • Calgary Economic Development | Administration participants |
| • Business Improvement Area | representing relevant |
| (BIA's) | business service lines |
| • Canadian Federation of | |
| Independent Business (CFIB) | |
| • NAIOP – Commercial and | |
| Industrial Sector | |
| • BILD Calgary Region | |

AND WHEREAS the Business Advisory Committee agrees to uphold the following core values in the execution of their work and these values will be embedded within a Terms of Reference;

- Transparency - The process will be transparent, including the sharing of information;
- Collaboration - Participants will be open to other perspectives and be solution focused;
- Integrity - The process will be based on trust and open, honest dialogue, and;
- Innovation - Innovative and flexible solutions will be encouraged

NOW THEREFORE BE IT RESOLVED that Council support the creation of the Business Advisory Committee;

AND FURTHER IT BE RESOLVED that Council nominate two (2) Councillors to serve as members of the Business Advisory Committee (one Councillor to serve as Chair) during the October 20th Organizational Meeting of Council;

AND FURTHER IT BE RESOLVED that the Business Advisory Committee report back to Priority and Finance Committee semi-annually;

AND FURTHER IT BE RESOLVED that the Business Advisory Committee brings back a proposed terms of reference no later than December 2018.



NOTICE OF MOTION

RE: Genesis Centre Outdoor Artificial Turf Community Field

Sponsoring Councillor(s): Councillor George Chahal

WHEREAS outdoor artificial turf fields remain a top unfunded capital priority for The City of Calgary;

AND WHEREAS the Genesis Centre is the central hub of North East Calgary and provides a variety of recreational, cultural, and social functions;

AND WHEREAS the Genesis Centre provides needed sport, recreation, wellness and cultural services to the residents of northeast Calgary, which has a rapidly growing youth population and the highest enrolment in minor soccer in the Calgary region (Environics Analytics, 2018);

AND WHEREAS North East Calgary is underserved in Class A, B and C fields as it has only 1 Class A & B Athletic Park field with no Artificial turf or Class C fields, which represents only 1% (1 of 78) of the overall allocation of citywide Athletic Park, Class A, B and C fields;

AND WHEREAS the maintenance of the current natural turf fields next to the Genesis Centre continues to consume higher than normal operating funds due to turf quality and high use;

AND WHEREAS the replacement of the existing natural turf fields with new natural turf fields could result in operating funds continuing to be consumed at a higher than normal rate;

AND WHEREAS the Ward 5 Office has recognized the need to maintain availability of a rectangular outdoor community field in the North East and has identified partners to fund raise for the capital investment for artificial turf located next to the Genesis Centre;

AND WHEREAS the capital costs of installing an outdoor artificial turf community field next to the Genesis Centre instead of replacing the existing natural turf fields would be minimized with partner funding included in the project;

AND WHEREAS Calgary Recreation has been working with the Ward 5 Office to develop a concept for the ongoing provision of a community rectangular field next to the Genesis Centre;

NOW THEREFORE BE IT RESOLVED that Council:

1. Approves in principle the allocation of \$2 million from the Fiscal Stability Reserve towards the capital investment for an outdoor artificial turf community field next to the Genesis Centre, on condition of matching capital investment from the Genesis Centre and another order of government or partners to cover the full cost of the capital required for the development, design, and construction of an artificial turf field; and
2. Approves up to 1 FTE and one-time funding of \$150,304 from Pay-As-You-Go (PAYG) for a term of up to 12 months and direct Administration to:

- a. Confirm the capital investments from partners, that this investment is secured and in alignment with City policies;
- b. Then, proceed with appropriate planning, design and permitting for the construction of an outdoor artificial turf community field next to the Genesis Centre; and
- c. Direct Administration to expand the Lease boundary of the North East Centre of Community Society (Genesis Centre) to include the new artificial turf field as part of their recreational amenity package upon completion of the project. The Genesis Centre will then be responsible for all ongoing operations and maintenance of the field.

THE CITY OF CALGARY
TABULATION OF BYLAW
TO BE PRESENTED TO COUNCIL ON
MONDAY, 2018 OCTOBER 15

BYLAW 38P2018
Being a Bylaw of the City of Calgary to Amend the Crescent Heights
Area Redevelopment Plan 17P96

and

BYLAW 191D2018
Being a Bylaw of The City of Calgary to Amend the Land Use
Bylaw 1P2007 (Land Use Amendment LOC2017-0399)

Second Reading
Third Reading

NOTE: Council gave first reading to the proposed Bylaws during the 2018 June 11 Regular Public Hearing Meeting of Council but withheld second and third reading . Administration was directed to return to Council pending additional community consultation. This tabulation is to advise that the applicant has consulted with the community through both a letter drop and community meeting (Attachment 1). Administration is satisfied that the neighbouring residents are aware of the land use application as well as the associated development permit.

Background:	The Public Hearing and first reading of Bylaws 38P2018 and 191D2018 were held on 2018 June 11.
Ineligible to Vote:	Councillor Colley-Urquhart, Councillor Demong and Councillor Woolley are ineligible to vote as they were not present for the Public Hearing.

Excerpt from the Minutes of the Regular Public Hearing Meeting of Council, held 2018 June 11:

“The public hearing was called and the following persons addressed Council with respect to Bylaws 38P2018 and 191D2018:

1. Trent Letwiniuk
2. Francis Ziegler

3. Claire Jarrold
4. Marcia Senini

Moved By Councillor Farrell

Seconded by Councillor Gondek

That with respect to Report CPC2018-0487, the following be adopted, after amendment:

That Council:

1. ADOPT the proposed amendment to the Crescent Heights Area Redevelopment Plan, in accordance with Administration's recommendation;
2. Give **first reading** to the proposed Bylaw 38P2018; and
3. ADOPT the proposed redesignation of 0.07 hectares \pm (0.18 acres \pm) located at 235 – 14 Avenue NE (Plan 791P, Block 24, Lots 35 and 36) from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District, in accordance with Administration's recommendation;
4. Give **first reading** to the proposed Bylaw 191D2018; and
5. Refer second and third readings of Bylaws 38P2018 and 191D2018 back to Administration for additional community consultation and return to Council as soon as possible.

Against: Councillor Chu and Councillor Farkas

MOTION CARRIED

That Bylaw 38P2018 be introduced and read a first time.

Against: Councillor Chu and Councillor Farkas

MOTION CARRIED

That Bylaw 191D2018 be introduced and read a first time.

Against: Councillor Chu and Councillor Farkas

MOTION CARRIED"

ATTACHMENT

1. Community Consultation Summary
2. Proposed Bylaw 38P2018
3. Proposed Bylaw 191D2018

Community Consultation Summary

The public hearing and first reading of Bylaws 38P2018 and 191D2018 (policy and land use amendment for 235 – 14 Avenue NE) was held on 2018 June 11. The application proposes to change the designation of this property from Residential – Contextual One/Two Dwelling (R-C2) District to the Residential – Grade Oriented Infill (R-CG) District to allow for a five unit rowhouse development. At this meeting Council referred the Bylaws back to Administration for additional community consultation. In responding to Council's direction, the applicant, Gravity Architecture, undertook a letter drop to all residents within six properties of the subject site to inform them of the application and invite them to contact the applicant directly with questions. The applicant also held a meeting with the Crescent Heights Community Association and interested residents on 2018 July 17. The meeting was attended by the applicant, ten Community Association members and three neighbouring residents. The applicant indicated that despite improvements made to the design of the proposed rowhouse development prior to the community meeting the Community Association still does not support the land use amendment due to concerns with parking and potential precedent this land use amendment may set for their community. Administration feels that sufficient community consultation has been undertaken by the applicant. Administration still considers the site an appropriate location for R-CG district and recommends that Council approve the land use and policy amendment.

PROPOSED

BYLAW TABULATION
ATTACHMENT 2

BYLAW NUMBER 38P2018

BEING A BYLAW OF THE CITY OF CALGARY TO AMEND THE CRESCENT HEIGHTS AREA REDEVELOPMENT PLAN BYLAW 17P96

WHEREAS it is desirable to amend the Crescent Heights Area Redevelopment Plan Bylaw 17P96, as amended;

AND WHEREAS Council has held a public hearing as required by Section 692 of the *Municipal Government Act*, R.S.A. 2000, c.M-26, as amended:

NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:

1. The Crescent Heights Area Redevelopment Plan attached to and forming part of Bylaw 17P96, as amended, is hereby further amended as follows:
 - (a) Delete the existing Map 2 entitled "Land Use Policy" and replace with the revised Map 2 entitled "Land Use Policy", attached hereto as Schedule A.
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON JUNE 11 2018

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

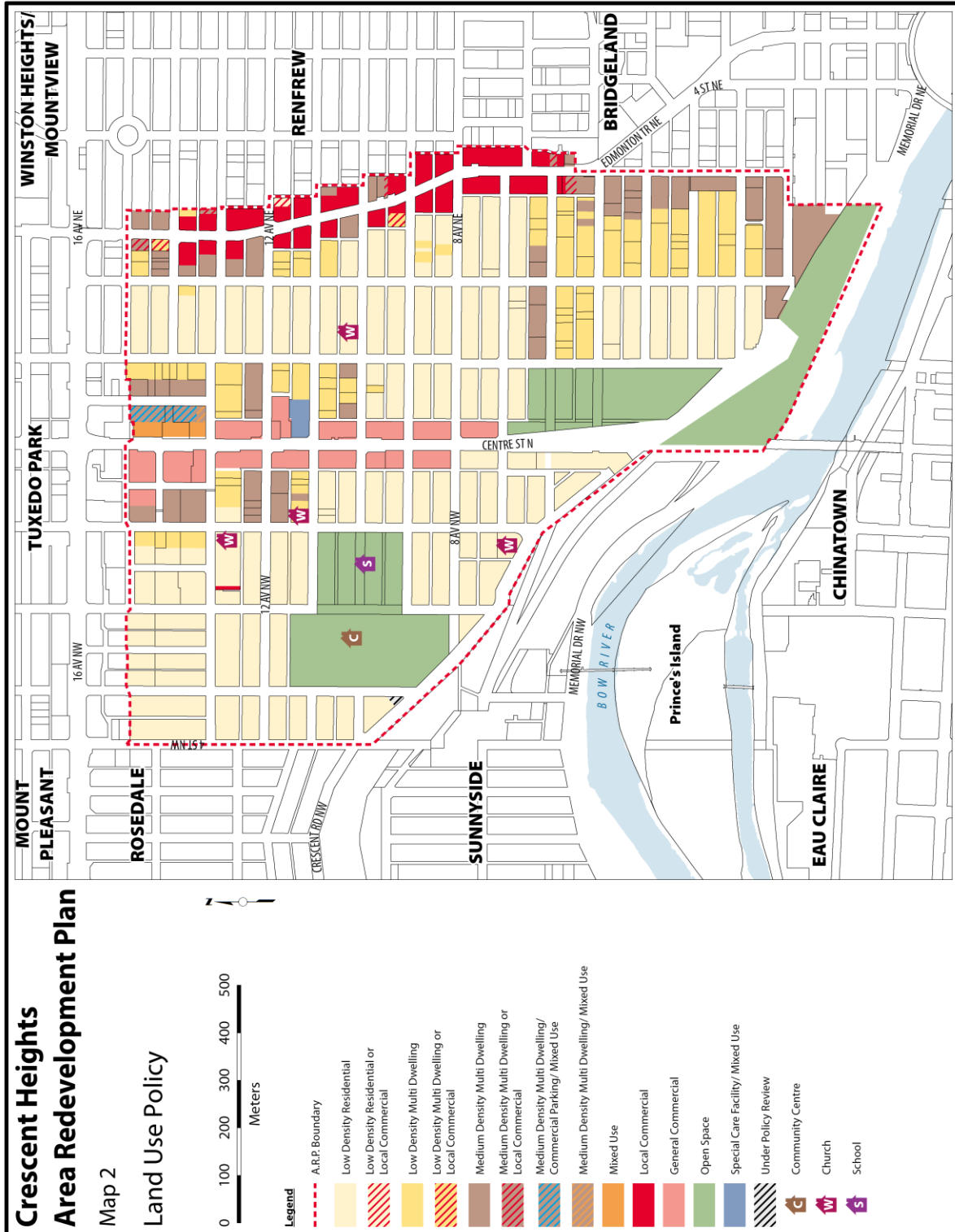
CITY CLERK

SIGNED ON _____

PROPOSED

BYLAW NUMBER 38P2018

SCHEDULE A



PROPOSED

BYLAW TABULATION
ATTACHMENT 3

BYLAW NUMBER 191D2018

**BEING A BYLAW OF THE CITY OF CALGARY
TO AMEND THE LAND USE BYLAW 1P2007
(LAND USE AMENDMENT
LOC2017-0399/CPC2018-0487)**

WHEREAS it is desirable to amend the Land Use Bylaw Number 1P2007 to change the land use designation of certain lands within the City of Calgary;

AND WHEREAS Council has held a public hearing as required by Section 692 of the Municipal Government Act, R.S.A. 2000, c.M-26 as amended;

NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:

1. The Land Use Bylaw, being Bylaw 1P2007 of the City of Calgary, is hereby amended by deleting that portion of the Land Use District Map shown as shaded on Schedule "A" to this Bylaw and substituting therefor that portion of the Land Use District Map shown as shaded on Schedule "B" to this Bylaw, including any land use designation, or specific land uses and development guidelines contained in the said Schedule "B".
2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON JUNE 11 2018

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

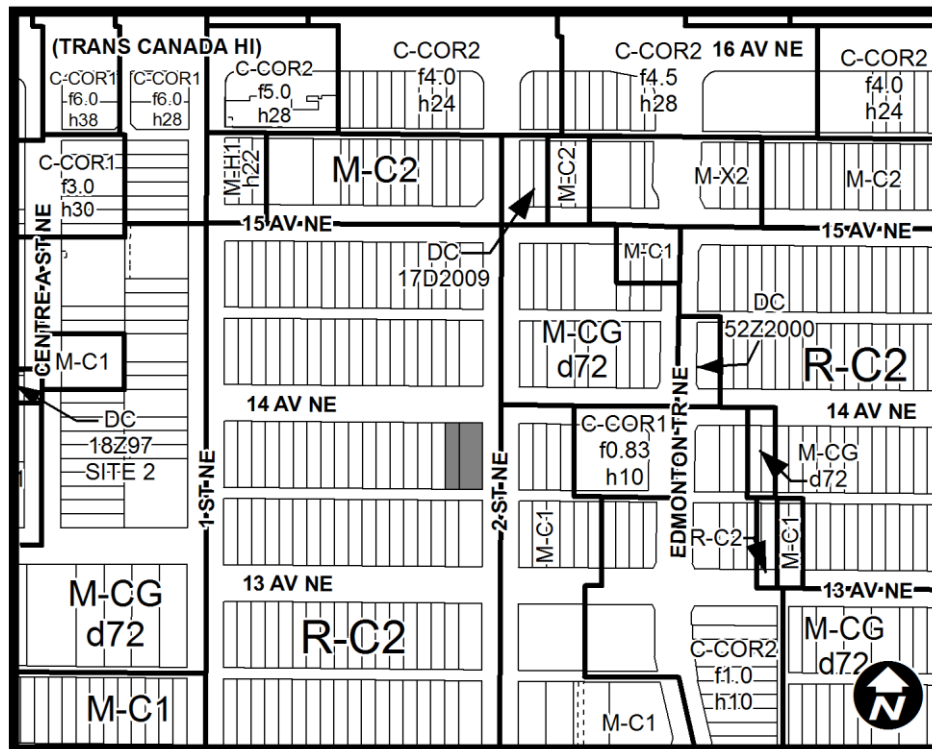
SIGNED ON _____

CITY CLERK

SIGNED ON _____

**AMENDMENT LOC2017-0399/CPC2018-0487
BYLAW NUMBER 191D2018**

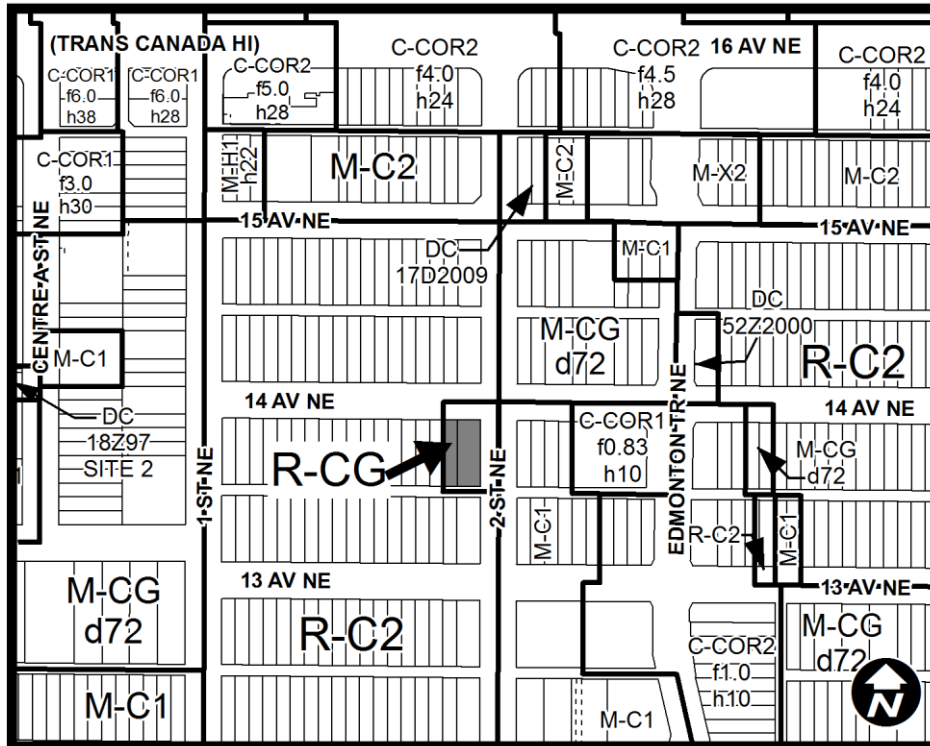
SCHEDULE A



PROPOSED

AMENDMENT LOC2017-0399/CPC2018-0487
BYLAW NUMBER 191D2018

SCHEDULE B



**Utilities & Environmental Protection Report to
SPC on Utilities and Corporate Services
2018 October 10**

**ISC: UNRESTRICTED
UCS2018-1050**

Regional Water Allocation

EXECUTIVE SUMMARY

The purpose of this report is to provide Council with recommended amendments to the contracted flow rates for The City of Calgary's (The City's) municipal customers for 2019 – 2022. In alignment with Council Policy CP2018-01, The City should continue to provide water servicing to existing regional customers, as per existing servicing agreements, with increased volumes for 2019 - 2022 subject to Council approval.

The recommended amendments align with Council's direction (C2014-0790) to reserve, in principle, up to 27,200 ML of water from the City's Water Licence capacity to provide water services to Airdrie, Strathmore and Chestermere for 20 years in accordance with their new Master Servicing Agreements (2015 to 2035), subject to confirmation and Council approval every four year business cycle.

Roughly three percent (11,400 ML) of Calgary's annual water allocation must be reserved for The City's existing regional customers through 2022. Administration will continue to report to Council prior to each business cycle for approval of contracted water volumes.

The City is dedicated to ensuring reliable and resilient water servicing for Calgary and its regional customers. The City provides drinking water for about one in three Albertans, and has been providing water services outside of its corporate boundaries since approximately 1961 through bi-lateral servicing agreements. Potable water services are provided to seven municipal and commercial customers outside Calgary's boundary, including Tsuut'ina First Nation.

ADMINISTRATION RECOMMENDATION:

That the SPC on Utilities and Corporate Services (UCS) recommends that Council direct Administration to allocate, for 2019 – 2022, 11,400 ML of water within The City of Calgary's Annual Water Licence capacity to provide water services to existing customers outside the City in accordance with their regional servicing agreements (Attachment 1).

And further, that the SPC on UCS forward this Report as an item of Urgent Business to the 2018 October 15 Regular Meeting of Council.

**RECOMMENDATION OF THE SPC ON UTILITIES AND CORPORATE SERVICES, DATED
2018 OCTOBER 10:**

That Council direct Administration to allocate, for 2019 – 2022, 11,400 ML of water within The City of Calgary's Annual Water Licence capacity to provide water services to existing customers outside the City in accordance with their regional servicing agreements (Attachment 1).

**Excerpts from the Minutes of the SPC on Utilities and Corporate Services held on 2018
October 10:**

"And further, that the SPC on UCS forward this Report as an item of Urgent Business to the 2018 October 15 Regular Meeting of Council."

**Utilities & Environmental Protection Report to
SPC on Utilities and Corporate Services
2018 October 10
Regional Water Allocation**

**ISC: UNRESTRICTED
UCS2018-1050**

PREVIOUS COUNCIL DIRECTION / POLICY

2014 May 26 (C2014-0353), Council directed Administration to:

- Reserve, for 2015 – 2018, 10,410 ML of water from the City of Calgary's Water Licence capacity to provide water services to Airdrie, Strathmore and Chestermere in accordance with their Master Servicing Agreements.
- Negotiate and execute Master Servicing Agreements with Airdrie, Strathmore, Chestermere and Cochrane based on the attached term sheet (Attachment 1).
- Report to Council prior to each business cycle for approval of regional customer water allocation under contract and overall security of water supply.

2014 July 21 (C2014-0564), Council:

- Amended the 2015 – 2018 annual water allocation for Airdrie, Strathmore and Chestermere to 11,000 ML;

2014 October 27 (C2014-0790) Council directed Administration to reserve, in principle, up to 27,200 ML of water from the City of Calgary's Water Licence capacity to provide water services to Airdrie, Strathmore and Chestermere for 20 years in accordance with their new Master Servicing Agreements from 2015 to 2035, subject to confirmation and Council approval every four year business cycle.

2018 February 15 (IGA2018-0089), Council adopted a new Policy on Regional Water, Wastewater and Stormwater Servicing (CP2018-01) and directed Administration to return to Council, through the SPC on Utilities and Corporate Services, in Q2 2018 on the 2019 – 2022 Regional Water Allocations.

BACKGROUND

The City's approach to regional service delivery is managed through bi-lateral Master Servicing Agreements (MSAs). The City of Calgary supplies potable water to seven customers outside of The City's corporate boundary. Roughly three percent of Calgary's annual water allocation must be reserved for The City's existing regional customers through 2022. A projected five percent of Calgary's annual water allocation would potentially be allocated to regional customers by the end of 2034. Over the term of these servicing agreements, these customers will draw on The City's water licence capacity. The Town of Strathmore holds its own water rights for a portion of their water supply needs (2220 ML) and the MSA with Tsuut'ina Nation does not address water licences.

MSAs with municipal customers require planned amendments to the contracted flow rates for 2019 – 2022 in alignment with the 2019 – 2022 Cost of Service Study (UCS2018-0884). Due to engagement with the regional customers on the Cost of Service Study, Administration is returning to Council now as opposed to Q2 2018, as originally directed by Council in IGA2018-0089. Administration will continue to report to Council prior to each business cycle for approval of contracted water volumes for regional customers.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The City has committed to providing water to existing regional customers, some of which are growing municipalities. In alignment with Council Policy CP2018-01, The City should continue to provide water servicing to existing regional customers as per existing servicing agreements, with increased volumes for 2019 - 2022 subject to Council approval.

**Utilities & Environmental Protection Report to
SPC on Utilities and Corporate Services
2018 October 10
Regional Water Allocation**

**ISC: UNRESTRICTED
UCS2018-1050**

The South Saskatchewan River Basin is closed to new water licences. As a consequence, The City's water licences need to be protected for Calgary's current and future growth. Over the next year, Administration will be assessing drought risks and strategies, and revising peak day water demand targets. This assessment will provide further information on The City's long term water supply needs and licence capacity. While this assessment occurs, Administration will continue to engage the Province, the CMRB and other regional stakeholders to create a shared understanding of The City's water licence constraints and need for a long-term regional water supply strategy.

Stakeholder Engagement, Research and Communication

Administration works closely with our regional customers on a regular basis on the servicing provisions identified in the MSAs and required MSA amendments. The projected flow rate requirements are provided by each regional customer. The 2019 – 2022 flow rates shown in Attachment 1 have been used to inform the regional utility rates for regional customers in the 2019 - 2022 Cost of Service Study.

Strategic Alignment

Regional water and wastewater servicing demonstrates The City's commitment and obligation to being a regional partner. This work aligns to Action Plan (2015 – 2018) Strategic Action H4 – Work with our regional partners and the Government of Alberta on an integrated approach to the watershed.

Providing water for regional servicing also supports the Province's Water for Life goals.

Social, Environmental, Economic (External)

The City does not profit from regional servicing and rates are based on a cost recovery model. Regional servicing demonstrates Calgary's commitment to being a regional partner and supporting growth in the Calgary Metropolitan Region.

Provision of water services from The City will assure a reliable supply of water for citizens and will protect public health in the region. As is the case within Calgary, regional customers have demonstrated efficient water use, aligning with Calgary's own focus on water efficiency. While regional servicing supports the Provinces Water for Life objectives, The City must also ensure that its water licences are protected to support Calgary's future growth.

Financial Capacity

Current and Future Operating Budget:

Treatment and transmission costs will be recovered through regional fixed and variable rates recommended by the Cost of Service Study (UCS2018-0884) and approved by Council.

Current and Future Capital Budget:

Treatment and transmission costs will be recovered through regional fixed and variable rates recommended by the Cost of Service Study (UCS2018-0884) and approved by Council.

There are no immediate implications to The City's capital budget associated with this report.

**Utilities & Environmental Protection Report to
SPC on Utilities and Corporate Services
2018 October 10
Regional Water Allocation**

**ISC: UNRESTRICTED
UCS2018-1050**

Risk Assessment

Water usage by regional customers represents a small portion of Calgary's total annual water licence capacity. Regional water provided under all MSAs by 2022 represents roughly two percent of the overall City of Calgary annual water licence capacity, with a projected five percent by the end of 2034. However, Administration will continue to engage the Province, CMRB and other regional stakeholders to create a shared understanding of The City's water licence constraints and need for a long-term regional water supply strategy.

Administration will also continue to assess drought risks and strategies associated with peak day water demands.

While The City does not share this opinion, there is a risk of the Province taking action under the Water Act to bring The City into their stated view of compliance.

REASON(S) FOR RECOMMENDATION(S):

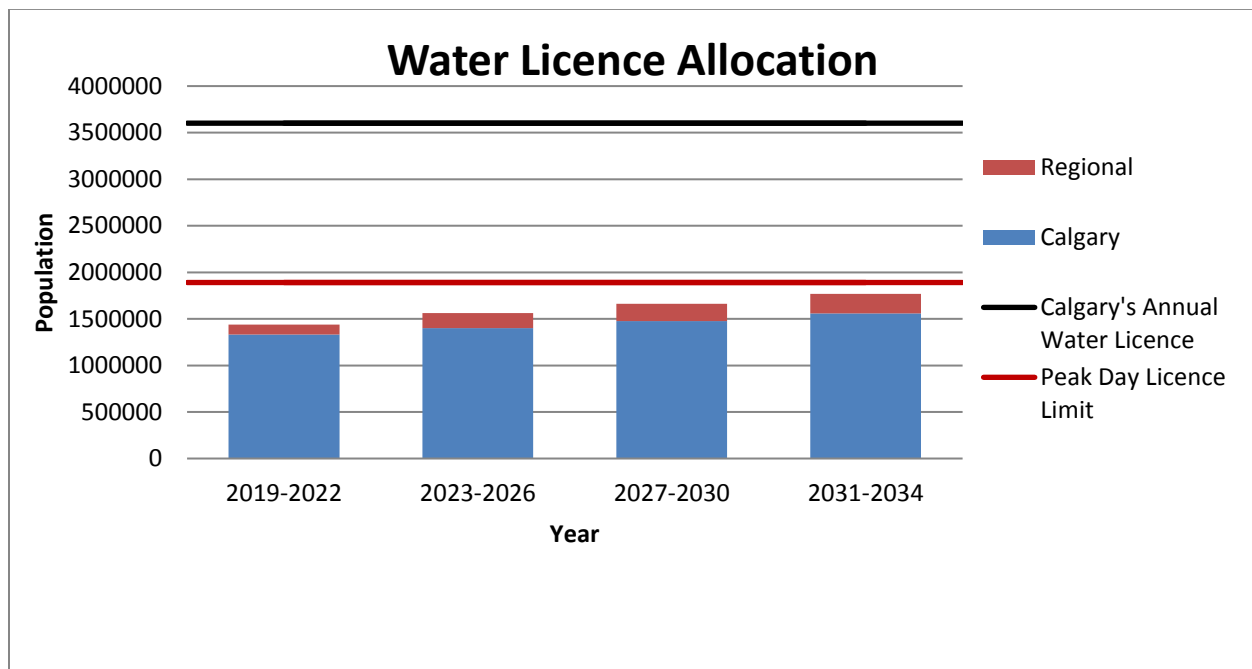
Regional servicing aligns with City of Calgary Council Policies on water service beyond The City's boundaries. Regional servicing is an effective and efficient approach for meeting the growth needs of the Calgary region.

ATTACHMENT(S)

1. Attachment 1 – Regional Water Licence Allocations
2. Attachment 2 – Regional Servicing Summary

Proposed Regional Water Licence Allocations for Existing Customers (2019 – 2034)

BUSINESS CYCLE	2019 - 2022	2023 - 2026	2027 - 2030	2031 - 2034
YEAR	2022	2026	2030	2034
CITY OF CALGARY – ANNUAL WATER USAGE (ML)	170,000	179,100	188,800	199,100
WATER SUPPLIED USING CALGARY'S LICENSES (ML) – PROPOSED REGIONAL COMMITMENTS UNDER MSAs				
Airdrie ⁽¹⁾	8,000	11,100	12,500	13,900
Chestermere ⁽¹⁾	2,500	4,300	5,200	5,900
Strathmore ⁽¹⁾⁽²⁾	0	0	55	350
Nexen Gas A&R Facility	15	200	200	200
Nexen Power	800	800	800	800
Spruce Meadows	35	35	35	35
TOTAL CITY LICENSE CAPACITY (ML) RESERVED FOR MUNICIPAL REGIONAL CUSTOMERS				
	11,400	16,500	18,800	21,200
% of Total Annual Licence	2.5%	3.6%	4.1%	4.6%
WATER PRODUCED (ML) THROUGH THE WORKS OF THE CITY (ML) – CUSTOMERS HAVE THEIR OWN RIGHTS				
Strathmore ⁽²⁾	1800	2100	2,220	2,220
Tsuut'ina ⁽³⁾	500	700	900	1,100
Total Water – Customers Have Their Own Rights	2,300	2,800	3,120	3,320



1 - Projected amounts in proposed MSA amendments

2 - Strathmore holds its own water rights sufficient to 2220 ML.

3 - Tsuut'ina amount under their own water rights.

Regional Servicing Summary

This servicing summary is intended to provide a high level summary of regional matters relevant to Council which are related to regional water and wastewater servicing, and inter-municipal drainage.

Table 1: Existing Regional Water & Wastewater Customers

Customer	Type of Existing Service	2019-2022 Flow Rate Amendments Required in 2018 ¹	MSA / Agreement <ul style="list-style-type: none"> Expiry Date 	CMRB Member	Servicing Since
City of Airdrie	Water & Wastewater	✓	MSA <ul style="list-style-type: none"> 2035 Jan 1 	Yes	1976
City of Chestermere	Water & Wastewater	✓	MSA <ul style="list-style-type: none"> 2035 Jan 1 	Yes	1983
Town of Cochrane	Wastewater	✓	MSA <ul style="list-style-type: none"> 2035 Jan 1 	Yes	1998
MD of Foothills	Spruce Meadows <ul style="list-style-type: none"> Water 		Agreement with Spruce Meadows directly <ul style="list-style-type: none"> 2021 Mar 31 	Yes	1986
Nexen Gas Plant	Water		Agreement <ul style="list-style-type: none"> 2033 Feb 28 	N/A	1961
Nexen Power Plant	Water & Wastewater		Water Agreement <ul style="list-style-type: none"> 2022 Wastewater Agreement <ul style="list-style-type: none"> 2027 	N/A	2002

Customer	Type of Existing Service	2019-2022 Flow Rate Amendments Required in 2018 ¹	MSA / Agreement <ul style="list-style-type: none"> Expiry Date 	CMRB Member	Servicing Since
Rocky View County (RVC)	Elbow Valley Service Area <ul style="list-style-type: none"> Wastewater Bears paw School <ul style="list-style-type: none"> Wastewater 		Elbow Valley Service Area Agreement <ul style="list-style-type: none"> 2022 Sept Bears paw School Agreement <ul style="list-style-type: none"> No expiry MSA nearing execution	Yes	1998
Town of Strathmore	Water	✓	MSA <ul style="list-style-type: none"> 2035 Jan 1 	Yes	2009
Tsuut'ina	Water & Wastewater	✓	MSA <ul style="list-style-type: none"> 2039 Mar 19 	No	1972

¹ Regional Water Licence allocations for customers with Water servicing require Council approval.

Definitions:

- **“MSA”** means Master Servicing Agreement for water and or wastewater servicing which is a standardized and modernized servicing contract for an approved Service Area based on a Council approved term sheet. The MSA contains provisions and language which are not found in other regional servicing agreements still in effect.

Table 2: Regional Drainage

Municipality	Comments
Rocky View County (RVC)	<p>Cooperative Stormwater Management Initiative (CSMI)</p> <ul style="list-style-type: none"> The cooperative has executed a master agreement. <p>12 Mile Coulee Winter Drainage</p> <ul style="list-style-type: none"> RVC and Calgary continue to work on improving drainage issues

Table 3: Regional Strategy

Item	Comments
Source Water Protection Planning	Work ongoing.
Regional Water Supply & Licencing Strategy	Work ongoing.
Calgary Metropolitan Region Board (CMRB)	<p>Three subcommittees created:</p> <ol style="list-style-type: none"> Land Use Intermunicipal Servicing Governance <p>Interim Growth Plan</p> <ul style="list-style-type: none"> Work ongoing with consultant with September 2018 deadline <p>Regional Evaluation Framework</p> <ul style="list-style-type: none"> Work ongoing with Technical Advisory Group

Utilities & Environmental Protection Report to
SPC on Utilities and Corporate Services
2018 October 10

ISC: UNRESTRICTED
UCS2018-1171

Integrated Watershed Management Strategic Meeting – Deferral Request

EXECUTIVE SUMMARY

On 2018 May 28, an update on Upstream Bow River Flood Mitigation was provided to Council (UCS2018-0600). At that time, Council directed Administration to facilitate a strategic meeting of Council with respect to Integrated Watershed Management (IWM) and The City's resiliency plan no later than the fall of 2018. The purpose of this report is to provide an update to Council on the status of this work and request a deferral of the strategic meeting of Council on this topic to spring 2019.

The deferral is requested in light of the timing and significance of One Calgary deliberations this fall and will allow direction from Council's One Calgary service line discussions to be integrated into meeting content. This new timing also provides an opportunity to better align with Administration's annual reporting on flood mitigation and watershed management, which are typically presented in spring of each year.

The strategic meeting will provide an opportunity for Council to discuss the following items related to IWM:

- The overall purpose of Administration's ongoing IWM approach to water resource management;
- How The City's lines of service are connected to IWM and support The City's resiliency plan;
- Key watershed management issues facing The City;
- Watershed management actions undertaken by The City in 2018; and
- The impact of Provincial regulations and policy on The City and region with regards to watershed management.

In addition to the discussion, the strategic meeting will provide an opportunity for Council to hear from external subject matter experts on how IWM is applied elsewhere in the world and the benefits of such an approach to managing water resources.

**Utilities & Environmental Protection Report to
SPC on Utilities and Corporate Services
2018 October 10**

**ISC: UNRESTRICTED
UCS2018-1171**

Integrated Watershed Management Strategic Meeting - Deferral Request

ADMINISTRATION RECOMMENDATION:

That the Standing Policy Committee on Utilities and Corporate Services recommend that Council:

1. Receive this report as an item of Urgent Business for the 2018 October 15 Meeting of Council; and
2. Defer the integrated watershed management strategic meeting and direct Administration to return to a strategic meeting of Council, no later than 2019 Q2.

**RECOMMENDATION OF THE SPC ON UTILITIES AND CORPORATE SERVICES, DATED
2018 OCTOBER 10:**

That Council defer the integrated watershed management strategic meeting and direct Administration to return to a strategic meeting of Council, no later than 2019 Q2.

**Excerpts from the Minutes of the SPC on Utilities and Corporate Services held on 2018
October 10:**

“And further, that the SPC on UCS forward this Report as an item of Urgent Business to the 2018 October 15 Regular Meeting of Council.”

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 May 28, Council received an update on Upstream Bow River Flood Mitigation (UCS2018-0600). Council directed Administration to facilitate a strategic meeting of Council with respect to IWM and The City's resiliency plan no later than the fall of 2018.

BACKGROUND

Following Administration's update on Upstream Bow River Flood Mitigation on 2018 May 28, Council identified a need to discuss The City's IWM approach. This meeting is an opportunity for an in-depth discussion on Administration's ongoing approach to IWM as it relates to the Water Utility's three lines of service and regional development demands. This meeting will also identify strategic opportunities to address Provincial regulatory or policy issues related to The City's watershed management work.

Administration provides annual watershed updates to Council on the Water Utility's goals of protecting our water supply, using water wisely, and keeping our rivers healthy. These updates summarize actions undertaken by The City to address topics such as water demand management, water quality, drought management, riparian protection, wastewater management, and stormwater management. Data in these areas are made available in Q1 and are included in the annual updates. A separate update on The City's flood mitigation program is also provided to Council annually to address the fourth watershed management goal of building resiliency to flooding. Administration intends to incorporate watershed and flood annual updates into the strategic meeting to help highlight connections between The City's work in these areas and its IWM approach.

**Utilities & Environmental Protection Report to
SPC on Utilities and Corporate Services
2018 October 10**

**ISC: UNRESTRICTED
UCS2018-1171**

Integrated Watershed Management Strategic Meeting - Deferral Request

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Council's previous recommendation to hold a strategic meeting with respect to IWM and The City's resiliency plan no later than the fall of 2018 coincides with One Calgary deliberations occurring between 2018 September and 2018 December. Deferring the strategic meeting from fall 2018 to spring 2019 will support integrating direction from Council's One Calgary service discussions into the strategic meeting's content. Deferral will also allow updates on The City's watershed management goals and relevant data to be included in the discussion.

The main purpose of the meeting will be to clarify, increase understanding of, and undertake substantive discussion with Council on Calgary's most pressing water management issues. The meeting will also highlight the need for holistic decision making on water resources issues as they relate to the Water Utility's three lines of service. External subject matter experts will be brought forward to discuss how other jurisdictions are utilizing an IWM approach. Discussion will also cover how Provincial decisions impact The City given regional growth pressures and climate uncertainty and how we can approach these issues holistically.

Stakeholder Engagement, Research and Communication

Ongoing internal and external engagement occurs on various IWM initiatives. Engagement with stakeholders on related work is not affected by this deferral.

Strategic Alignment

The City's IWM approach supports Council's One Calgary directive for A Healthy and Green City. It also incorporates considerations to support A Well-Run City. This approach is also in alignment with the Province's Water for Life Strategy, which The City is dedicated to implementing.

Social, Environmental, Economic (External)

An IWM approach to Calgary's water resources is critical to minimize long-term environmental risks to Calgary's water supply and the health of Calgary's watersheds. No social, environmental, or economic impacts are associated with this deferral.

Financial Capacity

Current and Future Operating Budget:

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

Current and Future Capital Budget:

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

Risk Assessment

No risks are identified due to this deferral request.

Utilities & Environmental Protection Report to
SPC on Utilities and Corporate Services
2018 October 10

ISC: UNRESTRICTED
UCS2018-1171

Integrated Watershed Management Strategic Meeting - Deferral Request

REASON(S) FOR RECOMMENDATION(S):

Deferral of the strategic meeting from fall 2018 to spring 2019 will accommodate the time needed by Council to complete One Calgary deliberations, facilitate integration of Administrations mitigation annual updates, and allow Administration to secure relevant external subject matter experts for the strategic meeting.

ATTACHMENT(S)

No attachments

Re: City of Calgary Recruitment Administrative Inquiry 2018

(1) When Administration considers filling a position is emphasis placed on qualifications or seniority?

When filling a position, The City applies the principles of merit, objectivity, and consistency as per the Employment Policy (HR-031C). Selections, appointments and promotions are based on considerations of merit and the ability to perform effectively in a position. Selection criteria are objective, non-discriminatory, and job-related. Candidates are treated in a fair and consistent manner, without applying privilege or special consideration for a group or individual.

In The City's selection process, four types of qualifications are considered equally: Education, Training, Experience, and Ability. Ability is measured through various screening tools, such as telephone prescreens, interviews, and/or assessment tests. For some union positions, a fifth factor, seniority, is considered when two internal candidates have been assessed to be relatively equal.

Some collective agreements allow for appointments of union members without a posting. For example, in CUPE Local 38, a position may be offered to the most senior individual, either a permanent employee in a higher or equivalent position or the senior employee in the immediately subordinate position, without a posting.

Candidates are required to provide proof of qualifications, such as education. Internationally-trained candidates are asked to provide Canadian equivalencies for their qualifications.

(2) What percentage of positions being offered by The City of Calgary, both posted and unposted, are given to internal candidates?

Posted Positions

A posted position is defined as a job posting that has been advertised either internally only or both internally and externally on Calgary.ca.

From January 1, 2018 to September 15, 2018, there were 1402 total hires at The City from all posted positions:

- 35% (496 hires) went to internal candidates.
- 65% (906 hires) went to external candidates.

Unposted Positions

Due to the way in which internal movements are captured in The City's database, we are not able to identify staff movements that are only related to unposted positions.

Some collective agreements allow for appointments of union members without a posting. Additionally, some business units (for example, Fleet Services, Calgary Fire, and Calgary Transit) post internal to the business unit only.

From January 1, 2018 to September 15, 2018, there were 1054 internal movements that did not originate from a posted position. These movements could be the result of any of the following:

- Internal to the business unit postings.
- Employee progressions within work streams, such as Firefighter progressions based on years of service as per the IAFF Local 255 Collective Agreement.
- Movements between work locations or different supervisors. For example, a HR Business Partner who is assigned to support a different business unit is considered a movement
- Temporary relief assignments over 30 days
- Appointments and Expressions of Interest

(3) When was the last time The City of Calgary's recruitment process was reviewed?

The City's recruitment process is subject to continuous improvement. With each posting, we survey applicants and hiring managers and, when appropriate, use their input to make changes to recruitment and selection processes. We strive to reduce unconscious bias, and systemic barriers, applying the following 'best practice' approaches:

- Plain language in postings
- Multiple assessment steps to review candidates
- Use of structured behavioural interviewing, allowing candidates to present their own story
- Direct involvement of human resources in selections for hard to fill, specialized, and senior positions
- Human resources provide customized tools focusing on the key competencies for the position
- Providing information to applicants about building resumes, preparing for interviews, and the assessment of international credentials

In 2015, as part of the Cities Leadership Strategic Plan HR did comprehensive research on best practice recruiting practices and gathered input from stakeholders across The City. This input was used to modify existing tools, and to develop new tools and processes such as a structured telephone prescreen, a shortlisting worksheet, and additional assessments for some positions. The four essential behaviors of the organization, or the 4 Cs (competence, character, commitment, and collaboration) were embedded in these tools to ensure that new hires would meet the expectations of City staff.

In 2017, an upgrade to the recruitment and selection software was made. With this upgrade, applicants were able to attach more documents to their application, and to describe their qualifications in more detail with the screening questions. The online screening was improved, so that supervisors received an unbiased ranking of

applicants. In 2017, recruitment approvals were changed, requiring senior management approval for all postings, based on a review of the business need.

In 2018, the employment policy is being revised, incorporating the new Alberta employment standards for youth, revised human rights language, and including additional emphasis on conflict of interest. The recruitment team is working on additional process improvements for postings, for reducing unconscious bias, encouraging balanced gender hiring, and simplifying seasonal hires.

Administrative Inquiry Response

To: Members of Council

Re: Response to Administrative Inquiry

Administrative Inquiry

Submitted By: Councillor Demong

Submitted At: 2018 September 10 Combined Meeting of Council

Councillor Demong asked an Administrative Inquiry as follows:

Council's "Recordings of Legislative Meetings Policy" sets out that the City Clerk make video recordings of Regular Council and Standing Policy Committee meetings available to the public on the internet for a period of four years from the date of the meeting. Why are meetings of the Priorities and Finance Committee excluded from this requirement, and what are the cost and resource implications for keeping the four-year video archive of that particular committee?

Administration's Response

Background

- On 2011 April 11, Council Policy CC001 was adopted, which stipulated that video recordings of all Council meetings, occurring in Council Chamber, and Standing Policy Committee (SPC) meetings would be made available for the public online for a period of four years.
- In 2016, a report to the Calgary Planning Commission (CPC) and Council, requested and funded by the Planning and Development Department, was adopted allowing the recording and archiving of CPC meetings.

Why are meetings of the PFC excluded from this requirement?

- The Council meeting system at the time, SIRE, implemented in 2010 with video implemented in 2011, allowed archiving of time-stamped video. Because of finite and costly storage space at that time, the scope of meetings was limited.
- At the time of the Policy being adopted, Specialized Standing Committees (SSCs), which include:
 - PFC;
 - Gas, Power & Telecommunications (GPT);
 - Intergovernmental Affairs Committee (IGA); and
 - Audit Committee;were excluded from this Policy as only meetings that have regular input and interactions from members of the public were in scope. CPC also has regular input and interactions from members of the public.
- PFC meetings have been streamed since 2011, but not recorded or archived.

Administrative Inquiry Response

Cost and resource implications to record and retain the 4-year archive of PFC meetings?

- As PFC meetings currently take place in Council Chamber and are streamed, the technology and ability to broadcast are already in place.
- The cost to archive the PFC meetings for a 4-year period is negligible as costs have decreased substantially since the Policy was first adopted seven years ago and the storage capacity has increased to unlimited* with the new eScribe meeting management system and its video partner provider, isiLive.
- Time-stamping the video for ease of reference and publishing to the internet would not add a noticeable amount of time in regard to staffing resources.

**Note: After four years, Council and Committee video is purged and the document records are transferred to Livelink, the City's record's management repository. Livelink does not allow unlimited video storage and does not support video time-stamping,*