



AGENDA

SPC ON COMMUNITY AND PROTECTIVE SERVICES

November 7, 2018, 9:30 AM
IN THE COUNCIL CHAMBER
Members

Councillor D. Colley-Urquhart, Chair
Councillor G-C. Carra, Vice-Chair
Councillor S. Chu
Councillor J. Gondek
Councillor R. Jones
Councillor J. Magliocca
Councillor E. Woolley
Mayor N. Nenshi, Ex-Officio

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1 Minutes of the Regular Meeting of the SPC on Community and Protective Services, 2018 October 22
5. CONSENT AGENDA
None
6. POSTPONED REPORTS
(including related/supplemental reports)
None
7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 7.1 Calgary Aboriginal Urban Affairs Committee Update, CPS2018-1215
 - 7.2 Preview of the Proposed Calgary Indigenous Relations Office, CPS2018-1216

7.3 Golf Course Operations Update, CPS2018-1256

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS
None

8.2 NOTICE(S) OF MOTION
None

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
None

10.2 URGENT BUSINESS

11. ADJOURNMENT

Council Members may participate in the meeting remotely, if necessary.



MINUTES

SPC ON COMMUNITY AND PROTECTIVE SERVICES

**October 22, 2018, 9:55 AM
IN THE COUNCIL CHAMBER**

PRESENT: Councillor D. Colley-Urquhart, Chair
Councillor G-C. Carra, Vice-Chair
Councillor S. Chu
Councillor J. Gondek
Councillor R. Jones
Councillor J. Magliocca
Councillor E. Woolley

ALSO PRESENT: City Solicitor and General Counsel G. Cole
City Clerk L. Kennedy
Legislative Coordinator J. Dubetz

1. **CALL TO ORDER**

Laura Kennedy, City Clerk, called the meeting of the SPC on Community and Protective Services to order.

2. **ELECTION OF CHAIR**

Following nomination procedures, Councillor Colley-Urquhart was elected Chair of the SPC on Community and Protective Services, by acclamation.

3. **ELECTION OF VICE-CHAIR**

Following nomination procedures, Councillor Carra was elected Vice-Chair of the SPC on Community and Protective Services, by acclamation.

4. **ADJOURNMENT**

Moved by Councillor Carra

That this meeting adjourn at 9:57 a.m.

MOTION CARRIED

CONFIRMED BY COMMITTEE ON

The next Regular Meeting of the SPC on Community and Protective Services has been scheduled to be held on 2018 November 07 at 9:30 a.m.

CHAIR

ACTING CITY CLERK

UNCONFIRMED

**Community Services Report to
SPC on Community and Protective Services
2018 November 07**

**ISC: UNRESTRICTED
CPS2018-1215**

Calgary Aboriginal Urban Affairs Committee Update

EXECUTIVE SUMMARY

This report is the third annual progress update on the implementation of the *Calgary Aboriginal Urban Affairs Committee (CAUAC) Strategic Plan 2014-2023* (the *CAUAC Strategic Plan*). The detailed update and actions can be found in Attachment 1. The word Indigenous is used interchangeably with Aboriginal throughout this report and includes First Nations, Métis, Inuit and all urban Indigenous Calgarians.

CAUAC is a key partner in the collective efforts towards positive Indigenous relations, truth and reconciliation, and was instrumental in the development of the *Indigenous Policy* (2017) and the *White Goose Flying* report (2016). These documents, as part of CAUAC's work, serve to create an important foundation for creating a path towards mutual prosperity for all Calgarians.

As noted in the report an emerging objective of CAUAC is to review the committee's Terms of Reference. This objective is in alignment with the most recent Council Direction noted below.

ADMINISTRATION RECOMMENDATION:

That the SPC on Community and Protective Services recommends that Council receive for information the progress update on the implementation of the *Calgary Aboriginal Urban Affairs Committee (CAUAC) Strategic Plan 2014-2023* (Attachment 1).

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 October 22, Council adopted the following Motion Arising with respect to Report N2018-1036:

"That Council direct Administration to:

1. Hire an external consultant with expertise in Indigenous governance, who, after being authorized by Administration, is to undertake a comprehensive review of Calgary Aboriginal Urban Affairs Committee (CAUAC) in conjunction with the work on developing an Indigenous Relations Office, and report back to Council in Q1 of 2019 with recommendations on modernizing the Terms of Reference.
2. Ensure that the work of the CAUAC reviewed by the external consultant evolves into current best practice Indigenous governance in contrast to previous traditional colonial practices that have been a constraint in the past.
3. Ensure that the review provides a mechanism to meet the needs of Indigenous interests in Calgary."

On 2017 April 24, at the Regular Meeting of Council, Council directed Administration to work with CAUAC to further identify and develop implementation plans and resource requirements, related to the *CAUAC Strategic Plan* and the *Indigenous Policy*, for Council's consideration in the 2019 to 2022 Business Plan.

On 2015 July 27, Council adopted Notice of Motion NM2015-17 and directed Administration to report back to Council through the SPC on Community and Protective Services no later than May 2016, in conjunction with the CAUAC Annual Report, with recommendations on moving forward with Truth and Reconciliation Commission (TRC) Calls to Action that are within The

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2018 November 07**

**ISC: UNRESTRICTED
CPS2018-1215**

Calgary Aboriginal Urban Affairs Committee Update

City's jurisdiction, and to provide an update to Council on progress on the review of the TRC recommendations and next steps no later than November 2015.

On 2014 February 10 at the Combined Meeting of Council, Council adopted PFC2014-0083, 'Calgary Aboriginal Urban Affairs Committee Terms of Reference and Strategic Plan', and directed CAUAC to report annually to Council starting in 2015, through the SPC on Community and Protective Services, on progress towards its Strategic Plan.

BACKGROUND

The primary function of CAUAC is to provide Council with professional and strategic advice on matters that affect Indigenous Calgarians and offer ongoing guidance in relation to the implementation of strategies that advance Indigenous interests in ways that benefit all Calgarians. In recognition of the shared responsibility for creating positive relations and reconciliation, CAUAC's membership includes both Indigenous and non-Indigenous peoples. The *CAUAC Strategic Plan* (Attachment 2) is an integral component of CAUAC's commitment to action.

According to the 2016 Census data, Indigenous peoples off-reserve constitute the youngest and fastest growing segment of Canadian society. Currently, over 35,000 Indigenous people call Calgary home and 42 per cent of Indigenous Calgarians are under the age of 25, compared to 30 per cent of non-Indigenous Calgarians.

CAUAC continues to provide input and advice to Administration on programs and projects that contribute to the implementation of the *White Goose Flying* report. In addition, CAUAC has contributed to the development and delivery of the Council and Senior Management Team Indigenous awareness training sessions.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

CAUAC Accomplishments and Objectives

CAUAC continues to work collaboratively with Administration and community partners to achieve the goals as set out in the *CAUAC Strategic Plan*. Details of the accomplishments and objectives can be found in Attachment 1.

Highlights include:

Accomplishments
<ul style="list-style-type: none">▪ Increased information sharing and development of relationships across communities and initiatives, including with the Aboriginal Standing Committee on Housing and Homelessness.▪ Identification of the need to review the current Communications Strategy.▪ Input on the initial scoping of a proposed Calgary Indigenous Relations Office, related to the operational structure and resource requirements.▪ Presentation of the 2017 Chief David Crowchild Memorial Award to Elaine Cairns and the CAUAC Youth Achievement Award to Latasha Calf Robe.

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Calgary Aboriginal Urban Affairs Committee Update

Emerging Objectives

- Review CAUAC terms of reference.
- Update current Communications Strategy to reflect emerging and current trends.
- Provide additional input for a potential Calgary Indigenous Relations Office and plan dedicated sessions focused on providing advice to this important initiative.
- Increase awareness of the Chief David Crowchild Memorial Awards and the CAUAC Youth achievement awards through social media, networking opportunities and community connections.

Implementation Plans and Resource Requirements

As directed by Council, Administration has been working with CAUAC to further identify and develop implementation plans and resource requirements related to the *CAUAC Strategic Plan* and the *Indigenous Policy*, for Council's consideration in the 2019 to 2022 Business Plan. The proposed approach for the Indigenous Relations Office incorporates CAUAC's input and priorities which include: further The City's work with Indigenous partners on matters of mutual interest; advance reconciliation; understand and respect Indigenous protocol; and, build meaningful relationships. To achieve this work, additional dedicated resources are proposed in the One Calgary service plans and budget. In response to the Motion Arising with respect to Report N2018-1036, Administration, will work with CAUAC to engage an external consultant with expertise in Indigenous governance to review CAUAC's Terms of Reference in light of the potential development of a Calgary Indigenous Relations Office.

Stakeholder Engagement, Research and Communication

CAUAC strives to improve the opportunities and the quality of life of Indigenous people living in Calgary. This mission is grounded in honouring the past and the traditional territory on which Calgary is situated. Continual engagement, active research and ongoing communication is key to moving forward the vision of Calgary as a place where Indigenous people are full participants in civic life.

The development of a Calgary Indigenous Relations Office is identified in the *CAUAC Strategic Plan* as a strategy integral to relationship building. As a key stakeholder, CAUAC provided feedback throughout Administration's scoping process for a proposed Calgary Indigenous Relations Office. CAUAC convened a day-long session to provide further discussion and details around CAUAC's vision for a potential Calgary Indigenous Relations Office. If development of such an office is approved by Council, CAUAC supports broader engagement as a critical next step necessary for its successful development.

Strategic Alignment

- **2019-2022 Council Directives:** In support of A Well-Run City (W5), CAUAC's work supports the stewardship of the *Indigenous Policy* and the implementation of the Calls to Action in the *White Goose Flying* report.
- The ***Indigenous Policy***: "The City will strive to learn from and work with Indigenous communities, grounded in the spirit and intent of reconciliation. The City is devoted to a shared pathway forward, and a firm commitment to building an equitable and inclusive city."

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- Council-approved **Social Wellbeing Principles**: “Advance the active and shared process of truth and reconciliation in collaboration with the community.”
- **ImagineCalgary**: “By 2020, all public institutions and systems create and implement an Aboriginal policy.”
- **Cultural Plan for Calgary**: “Will conserve and celebrate Calgary’s built, natural and Indigenous Heritage.”

Social, Environmental, Economic (External)

Social

The *White Goose Flying* report identifies actions important to supporting Indigenous people to participate in and benefit from the full range of The City’s planning and decision-making. These actions also support the broader community to understand shared history and reconciliation. Indigenous values including integrity, humility, respect, honour for oral stories and validation for Elders, connection, spirituality, inclusion, consensus-building etc., have been identified in the *CAUAC Strategic Plan*. These values illustrate the beneficial social impact that the diverse perspectives of Indigenous community members can have on everyday decision-making.

Environmental

The interconnected nature of all people, objects and the environment is a common understanding within Indigenous worldviews. The land is considered sacred. There is an opportunity for a greater integration of Indigenous worldviews into land stewardship and protection. This recognition is a key component of the *CAUAC Strategic Plan* and is within the *White Goose Flying* report.

Economic

CAUAC’s mission is centred on making recommendations on policies and resolutions that give urban Indigenous people a more meaningful role within the Calgary community. An important aspect of this is to eliminate economic disparities experienced by Indigenous people through creating improved employment opportunities and increased inclusion of Indigenous people in the full spectrum of economic opportunities.

Financial Capacity

Current and Future Operating Budget:

There are no operating budget considerations associated with this report as this is included in the One Calgary plan for development of an Indigenous Relations Office.

Current and Future Capital Budget:

There are no capital budget considerations associated with this report.

Risk Assessment

Some stakeholders have expressed concern that the space for Indigenous Calgarians to voice concerns and influence decision-making utilizing dual paradigms (application of Western and Indigenous thinking) is not inclusive enough. As mitigation to this risk, CAUAC is undertaking the development of an updated communication strategy to facilitate stronger connections between CAUAC, The City of Calgary and Indigenous Calgarians. Further, CAUAC will continue to provide opportunities for Indigenous Calgarians to voice concerns and influence decision-

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making within an Indigenous paradigm on a regular basis, including through one-on-one discussions and regularly scheduled CAUAC meetings. CAUAC will also continue to link to other community initiatives such as Enough for All and the Social Wellbeing Advisory Committee to increase dialogue and provide input. In addition, as part of the 2018 CAUAC recruitment process, additional committee skills and qualifications were identified. This was done to ensure that CAUAC is reflective of evolving Indigenous demographics and is poised to address emerging challenges and opportunities in an inclusive way.

REASON(S) FOR RECOMMENDATION(S):

CAUAC reports annually to Council through the SPC on Community and Protective Services, on progress towards its Strategic Plan as directed by PFC2014-0083.

ATTACHMENT(S)

1. Attachment 1 – Update on the Implementation of the *CAUAC Strategic Plan 2014-2023*
2. Attachment 2 – Calgary Aboriginal Urban Affairs Committee (CAUAC) Strategic Plan 2014-2023

Update on the Implementation of the *CAUAC Strategic Plan 2014-2023*

Highlighted below are current accomplishments and outcomes significant to the implementation of the *Calgary Aboriginal Urban Affairs Committee (CAUAC) Strategic Plan 2014-2023* (the *CAUAC Strategic Plan*). Emerging objectives are also included. The full *CAUAC Strategic Plan 2014-2023* can be found in Attachment 2.

CAUAC Goals & Strategies – Accomplishments and Outcomes

GOAL 1. Advise Council and City Administration so that City policies, practices and procedures demonstrate respect and due consideration for Aboriginal values and interests, and with CAUAC's strategic direction.

Strategy 1.2 - CAUAC membership will be made up of Aboriginal and non-Aboriginal representation with a revised terms of reference.

Strategy 1.3 - CAUAC will maintain ongoing communication between CAUAC, Standing Policy Committee on Community and Protective Services, The City of Calgary's business units and departments, and the Aboriginal community.

Strategy 1.4 CAUAC will provide Council with an annual update report on the status of the Strategic Plan providing outcomes of the past year, proposed objectives for the coming year, and measureable outcomes of the approved strategic plan.

ACCOMPLISHMENTS	<ul style="list-style-type: none"> ▪ Strategy 1.2 <ul style="list-style-type: none"> ○ CAUAC has brought on new members to the Committee to ensure continued strength and growth in the provision of professional and strategic advice to Council. ▪ Strategy 1.3 <ul style="list-style-type: none"> ○ CAUAC reviewed <i>Honouring the Truth, Reconciling for the Future: Summary of the Final Report of the Truth and Reconciliation Commission of Canada</i> and responded with the <i>White Goose Flying</i> report in 2016. Implementation plans for the identified Calls to Action are being developed and operationalized across the Corporation. ▪ Strategy 1.4 <ul style="list-style-type: none"> ○ CAUAC is presenting its third annual report to Council. Accomplishments span six of the goals as set out in the <i>CAUAC Strategic Plan 2014-2023</i>.
OUTCOMES	<ul style="list-style-type: none"> ▪ Committed and involved members that are focused on continued nurturing and evolution of CAUAC's strategic direction. ▪ Aboriginal interests and values are increasingly being utilized for input on projects and events including: the Trinity Group development on Paskapoo Slopes, the Green Line Transit Project, Bonnybrook Treatment plant upgrades, Watershed Planning, the Trans-Canada Highway Bowfort Road Public Art Project, the re-design of White Oak playground, a Parks bylaw pertaining to traditional herbs harvesting and the development of a Calgary Indigenous Relations Office.

GOAL 2. Relationship Building: Ways of Harmony – CAUAC supports the development of collaborative relationships and partnerships between the Aboriginal people of Calgary, the surrounding First Nation communities and The City of Calgary.

Strategy 2.1

CAUAC will develop a comprehensive communication strategy to reconnect CAUAC and City Council with local Aboriginal communities and other concerned stakeholders.

Strategy 2.2 - CAUAC will develop a proposal for establishment of a City of Calgary Indigenous Relations Office.

<p>ACCOMPLISHMENTS</p>	<ul style="list-style-type: none"> ▪ Strategy 2.1 <ul style="list-style-type: none"> ○ Focus on relationship building through increased communication and collaboration with The City and the Aboriginal community on various projects and requests for support and input. <ul style="list-style-type: none"> ▪ The Aboriginal Standing Committee on Housing and Homelessness (ASCHH) presented to CAUAC. CAUAC has a member attend ASCHH meetings to share updates and accomplishments. This type of information sharing is fostering the development of additional relationships across communities and initiatives. ▪ CAUAC representatives provided input for Indigenous Heritage Roundtable for the Commonwealth Association of Museums' Triennial General Assembly. ○ CAUAC has committed to updating the current Communications Strategy to reflect emerging and current trends. The updated Strategy will be centred on the inclusivity of all Indigenous Calgarians. ▪ Strategy 2.2 <ul style="list-style-type: none"> ○ CAUAC has held initial discussions with the Mayor's Office regarding the potential establishment of a City of Calgary Indigenous Relations Office. ○ CAUAC will further investigate the operational structure and resource requirements for a potential Indigenous Relations Office and will work with City Administration to develop recommendations essential to the foundation and functioning of a Calgary Indigenous Relations Office. <ul style="list-style-type: none"> ▪ Create space for the conversation around an Indigenous Relations Office through dedicated sessions to provide input. ▪ Work with City Administration to develop and facilitate the sessions.
<p>OUTCOMES</p>	<ul style="list-style-type: none"> ▪ The development of strengthened relationships is being fostered through CAUAC's work with Council, local Aboriginal communities and other stakeholders.

Update on the Implementation of the CAUAC Strategic Plan 2014-2023

	<ul style="list-style-type: none"> CAUAC's input is part of the recommendations related to the foundation and functioning of a Calgary Indigenous Relations Office.
<p>GOAL 3. <i>The Story of Moh'kinsstis: The Foundation – To raise awareness with residents and visitors to the city of Calgary that the first settlement of the area surrounding the city of Calgary began with First Nation people's initial settlement of the area, the Moh'kinsstis Story acknowledges the unique historical place and contemporary experiences of Aboriginal people in the human history of this area.</i></p>	
<p>Strategy 3.1 CAUAC will ensure the story of Moh'kinsstis will be honoured and embedded into the City of Calgary's history and current marketing materials.</p>	
ACCOMPLISHMENTS	<ul style="list-style-type: none"> Strategy 3.1 <ul style="list-style-type: none"> Materials are being updated to better reflect Calgary's history. This includes a plan to revise the webpages. There is an increase in the number of speakers and events that acknowledge Calgary's history. CAUAC representatives attended the Special Exhibition of the Treaty 7 document at Fort Calgary to increase historical awareness and knowledge.
OUTCOMES	<ul style="list-style-type: none"> There is an increase in knowledge about Calgary's history and the following acknowledgement: <ul style="list-style-type: none"> Calgary is situated on the traditional territories of the people of the Treaty 7 region in Southern Alberta. This includes: the Blackfoot Confederacy, made up of the Siksika, Piikani, and Kainai First Nations; the Stoney Nakoda First Nations, comprised of the Chiniki, Bearspaw, and Wesley First Nations; and, the Tsuut'ina First Nation. Calgary is also homeland to the historic Northwest Métis and to the Métis Nation of Alberta, Region 3. Also acknowledged are all Indigenous urban Calgarians who have made Calgary their home.
<p>GOAL 6. <i>Support The City in recognizing and celebrating the contributions of Aboriginal people within The City of Calgary.</i></p>	
<p>Strategy 6.1 - CAUAC will present the Chief David Crowchild Achievement Award and Aboriginal Youth Achievement Award annually.</p> <p>Strategy 6.2 - CAUAC will utilize the internet, social media and public communication strategies to engage interest and participation.</p>	
ACCOMPLISHMENTS	<ul style="list-style-type: none"> Strategy 6.1 <ul style="list-style-type: none"> The 2017 Chief David Crowchild Memorial Award was presented to Elaine Cairns. The 2017 CAUAC Youth Achievement Award was presented to Latasha Calf Robe. Strategy 6.2

Update on the Implementation of the *CAUAC Strategic Plan 2014-2023*

	<ul style="list-style-type: none"> ○ Engagement of local businesses, universities and other organizations to promote involvement in topical issues as well as ongoing events such as the Chief David Crowchild Awards. ○ Information is shared via in-person discussions, email communications, information sharing sessions, websites, poster distribution and information portals. Information also made available through social media channels such as Facebook.
OUTCOMES	<ul style="list-style-type: none"> ▪ The recognition and celebration of the ongoing contributions of Indigenous people to Calgary is instrumental in helping to break down cultural barriers. ▪ There is an increase in interest and participation due to a larger circulation of CAUAC information.
GOAL 7. Internal alignment of CAUAC to The City's policies, plans and initiatives. External alignment with stakeholders who have a vested interest to partner with The City of Calgary to advance Aboriginal interests.	
<p>Strategy 7.2 - CAUAC will call on The City to respect and protect The City of Calgary Native Archaeological Site Inventory including the Cultural Landscape Strategic Plan, and its ongoing management of city owned cultural landscapes, and specifically, Paskapoo Slopes and the Native Archaeological Sites.</p> <p>Strategy 7.4 - CAUAC will support The City of Calgary, in partnership with United Way, the Calgary Poverty Reduction Initiative's (CPRI) Aboriginal Constellation to ensure Aboriginal participation in policies and procedures developed for poverty reduction.</p>	
ACCOMPLISHMENTS	<ul style="list-style-type: none"> ▪ Strategy 7.2 <ul style="list-style-type: none"> ○ Council approved CPS2001-66 'Native Archaeology Inventory' which presented approximately 293 sites for commemoration. <ul style="list-style-type: none"> ▪ Some sites have been commemorated and CAUAC will continue to look for ways in which The City can protect, monitor or commemorate the sites. ▪ Strategy 7.4 <ul style="list-style-type: none"> ○ Calgary Poverty Reduction Initiative (CPRI) transitioned to Vibrant Communities Calgary (VCC) in 2015. CAUAC continues to be involved with the initiative and previously, the CAUAC Chairperson served as the CPRI Indigenous Advisory Committee Chairperson.
OUTCOMES	<ul style="list-style-type: none"> ▪ The growth of a network is fostered through an increased alignment of CAUAC's activities and plans to The City's policies, plans and initiatives and to stakeholders who have a vested interest in partnering to advance Aboriginal interests. ▪ Additional collaborative opportunities emerge and relationships are strengthened.

Update on the Implementation of the CAUAC Strategic Plan 2014-2023

GOAL 8. Advise The City in implementing CAUAC's White Goose Flying report and recommendations on the Truth and Reconciliation Commission's (TRC) Calls to Action.

Strategy 8.1 – CAUAC will work across The City to develop individual implementation plans to action the identified TRC Calls to Action that The City of Calgary has endorsed.

ACCOMPLISHMENTS	<ul style="list-style-type: none">▪ Strategy 8.1<ul style="list-style-type: none">○ Support for the development of implementation plans has been ongoing.○ Some business units have developed implementation plans and have started to take action on Calls to Action specific to their areas.
OUTCOMES	<ul style="list-style-type: none">▪ Business Units across The City are inspired to respond to the Calls to Action and are making progress towards the Calls to Action.

Emerging Objectives

Over the course of the coming year, the following objectives will be actioned:

- **Goal 1 – Advise Council and City Administration**
 - *Strategy 1.2 Revise terms of reference*
 - Set up a sub-committee to revise the terms of reference as appropriate.
- **Goal 2 – Relationship Building: Ways of Harmony**
 - *Strategy 2.1 Communications Strategy*
 - Update current Communications Strategy to reflect emerging and current trends. Centre the Strategy on inclusivity of all Indigenous Calgarians.
 - *Strategy 2.2 Develop a proposal for the establishment for an Indigenous Relations Office*
 - Invest time to the scoping of the Calgary Indigenous Relations Office and plan dedicated sessions to provide input.
 - Advocate for additional resources.
- **Goal 7 – Alignment with The City and Stakeholders**
 - *Strategy 7.7 Indigenous Policy Framework*
 - Provide advice and input on the development of nation-specific guides related to the implementation of the *Indigenous Policy*.
- **Goal 8 – Implementation of the White Goose Flying Report**
 - *Strategy 8.1 Develop implementation plans to action identified TRC Calls to Action that The City of Calgary has endorsed*
 - Support further development of implementation plans for the *White Goose Flying* report.

Calgary Aboriginal Urban Affairs Committee (CAUAC) Strategic Plan 2014 – 2023

CAUAC VALUES

Integrity, humility, respect, honour oral stories and validation from Elders, strength, spirituality, connection, awareness, understanding, inclusion, equality, reciprocity, relationships, consensus-building, tradition, culture,

CAUAC VISION

“In the spirit of where the waters meet, at the Elbow and Bow rivers, Calgary is a place that honors the unique history, culture and traditions of Aboriginal people. It is a place for engagement and renewal of future generations of Aboriginal

CAUAC MISSION

CAUAC, on behalf of City Council, is to investigate areas of concern to people of Aboriginal ancestry and to make recommendations on policies and resolutions that would give urban Aboriginal people a more meaningful role within the Calgary community. The

FOUNDATION PLAN:

imagineCalgary

By 2020, all public institutions and systems create and implement an urban Aboriginal policy that recognizes the detrimental colonial history experienced by First Nations, Métis and Inuit people; a plan reduces barriers to public participation and governance; and supports economic, social and political advancement. (imagineCalgary, 2006, Governance System Target 3)

Strategy 1: Develop a culturally inclusive collective vision and plan that honours and embraces the diverse First Nations, Métis and Inuit communities of Calgary.

Strategy 2: Encourage groups to understand the historical, economic, social and political challenges of Calgary’s First Nations, Métis and Inuit communities.

Strategy 3: Recommend that institutions and systems use Aboriginal awareness training to better understand and respond to social, cultural and economic service requests, and finance such training.

Strategy 4: Recommend that institutions and systems work collaboratively with all

CAUAC GOALS & STRATEGIES

GOAL 1. Advise Council and City Administration so that City policies, practices and procedures demonstrate respect and due consideration for Aboriginal values and interests and with CAUAC's strategic direction.

STRATEGIES	STAKEHOLDERS
Strategy 1.1 - CAUAC will implement a 10 year strategic direction that is consistent with Aboriginal history, values and inclusion.	Mayor and Council Priorities and Finance Committee and City Administration
Strategy 1.2 - CAUAC membership will be made up of Aboriginal and non-Aboriginal representation with a revised terms of reference.	City Administration; City Clerk's Office
Strategy 1.3 - CAUAC will maintain ongoing communication between CAUAC, Standing Policy Committee on Community and Protective Services, The City of Calgary's business units and departments, and the Aboriginal community.	Council Committees, City Administration and City departments
Strategy 1.4 - CAUAC will provide Council with an annual update report on the status of Strategic Plan providing outcomes of the past year, proposed objectives for the coming year, and measurable outcomes of the approved strategic plan.	Council

GOAL 2. Relationship Building: Ways of Harmony – CAUAC supports the development of collaborative relationships and partnerships between the Aboriginal people of Calgary, the surrounding First Nation communities and The City of Calgary.

STRATEGIES	STAKEHOLDERS
Strategy 2.1 - CAUAC will develop a comprehensive communication strategy to reconnect CAUAC and City Council with local Aboriginal communities and other concerned stakeholders.	Council and Aboriginal community
Strategy 2.2 - CAUAC will develop a proposal for establishment of a City of Calgary Indigenous Relations Office.	City Administration; Intergovernmental Affairs

GOAL 3. The Story of Moh'kinsstis – The Foundation – To raise awareness with residents and visitors to The City of Calgary that the first settlement of the area surrounding The City of Calgary began with First Nation people's initial settlement of the area, the Moh'kinsstis Story acknowledges the unique historical place and contemporary experiences of Aboriginal people in the human history of this area.

STRATEGIES	STAKEHOLDERS
Strategy 3.1 - CAUAC will ensure the Story of Moh'kinsstis will be honoured and embedded into The City of Calgary's history and current marketing materials.	City Manager; Intergovernmental Affairs Planning, Development & Assessment; Land Use Planning & Policy Transportation; Transportation, Roads and Water Services Community Services & Protective Services; Community & Neighbourhood Services (CNS), Parks, Recreation Corporate Services; Human Resources

GOAL 4. Akak'stiman - Dual Paradigms (governance structures) – Educating business units on the Aboriginal Paradigms in order to improve current policies, practices and procedures to provide alternative strategies in communications with the Aboriginal community. Note: Dual Paradigms is a model used for application of Western thinking and Aboriginal thinking.

STRATEGIES	STAKEHOLDERS
Strategy 4.1 - CAUAC will develop skills and awareness about the governance paradigms of Aboriginal people in Calgary to improve communication strategies with Aboriginal communities and organizations.	City Manager; Intergovernmental Affairs Planning, Dev & Assessment; Land Use Policy & Planning Transportation; Transportation, Roads and Water Services Community Services & Protective Services; Community & Neighbourhood Services (CNS), Parks, Recreation Corporate Services; Human Resources
Strategy 4.2 - CAUAC will provide opportunities for Aboriginal Calgarians to voice concerns and influence decision making at The City of Calgary within an Aboriginal paradigm.	Aboriginal Calgarians

GOAL 5. Develop a **Declaration of Commitment** that recognizes the long and vital role of Aboriginal people in Calgary’s history.

STRATEGIES	STAKEHOLDERS
Strategy 5.1 - CAUAC will research existing declarations in other cities (Winnipeg, Thunder Bay, and Toronto) and Aboriginal communities.	CAUAC and CNS; Aboriginal Issues Strategist
Strategy 5.2 - CAUAC will consult with the Aboriginal community to raise awareness and support for the development of a declaration.	Aboriginal community and Treaty 7
Strategy 5.3 - CAUAC will develop a ‘declaration’ document, raise awareness and support with individual Council members, and present for approval by Council.	Mayor and Council; Administration

GOAL 6. Support The City in **recognizing and celebrating** the contributions of Aboriginal people within The City of Calgary.

STRATEGIES	STAKEHOLDERS
Strategy 6.1 - CAUAC will present the David Crowchild Achievement Award and Aboriginal Youth Achievement Award annually.	Corporate Properties and the Aboriginal Community
Strategy 6.2 - CAUAC will utilize the internet, social media and public communication strategies to engage interest and participation.	CAUAC members and City Administration

GOAL 7. **Internal** alignment of CAUAC to The City’s policies, plans and initiatives. **External** alignment with stakeholders who have a vested interest to partner with The City of Calgary to advance Aboriginal interests.

STRATEGIES	STAKEHOLDERS
Strategy 7.1 - CAUAC will provide ongoing support to The City of Calgary Human Resources’ Diversity and Inclusion Framework, and support strategies that benefit and increase Aboriginal employment participation with in The City of Calgary.	Corporate Services; Human Resources

STRATEGIES	STAKEHOLDERS
<p>Strategy 7.2 - CAUAC will call on The City to respect and protect The City of Calgary Native Archaeological Site Inventory including the Cultural Landscape Strategic Plan, and its ongoing management of city owned cultural landscapes, and specifically, Paskapoo Slopes and the Native Archaeological Sites.</p> <p>Note: Native Archaeological Site Inventory was prepared by Lifeways of Canada Ltd., 2001 and approved by Council in 2001.</p>	<p>Planning, Development and Assessment; LUPP</p> <p>Transportation; Transportation Planning , Roads and Water Services</p>
<p>Strategy 7.3 - CAUAC will support The City of Calgary's Intergovernmental Affairs (IGA) on local, regional, provincial, and national governments in relation to Aboriginal affairs as they arise, and provide advice to IGA on Aboriginal matters of concern, and requests made to The City of Calgary by external stakeholders.</p>	<p>City Manager's Office; Intergovernmental Affairs</p> <p>Province of Alberta; Aboriginal Relations</p> <p>Treaty 7 Management Corporation</p> <p>Treaty 7 Chiefs</p>
<p>Strategy 7.4 - CAUAC will support The City of Calgary, in partnership with United Way, the Calgary Poverty Reduction Initiative's (CPRI) Aboriginal Constellation to ensure Aboriginal participation in policies and procedures developed for poverty reduction.</p>	<p>Calgary Poverty Reduction Initiative; Aboriginal community</p>
<p>Strategy 7.5 - CAUAC will support the Calgary Police Service (CPS); Diversity and Inclusion Goal on Aboriginal people, its future work in developing an Elders Advisory Group, and its ongoing leadership with the Aboriginal Justice Camp.</p>	<p>Calgary Police Service; Diversity and Inclusion Unit</p>
<p>Strategy 7.6 - CAUAC will support the Calgary Urban Aboriginal Initiative (CUAI) through participation and involvement in the Youth Domain.</p>	<p>Calgary Urban Aboriginal Initiative; Aboriginal Youth Domain</p>
<p>Strategy 7.7 - CAUAC will Create a City of Calgary <i>Indigenous Policy Framework</i>.*</p>	<p>The City of Calgary (Imagine Calgary)</p>

GOAL 8. *Advise The City in implementing CAUAC’s White Goose Flying report and recommendations on the Truth and Reconciliation Commission’s (TRC) Calls to Action.**

STRATEGIES	STAKEHOLDERS
Strategy 8.1 – CAUAC will work across The City to develop individual implementation plans to action the identified TRC Calls to Action that The City of Calgary has endorsed.	<i>Including but not limited to the following business units and partners: Calgary Neighbourhoods, Calgary Parks, Calgary Recreation, Calgary Transit, City Hall School, City Clerks, City Manager’s Office, Customer Service & Communications, Human Resources, Inter-governmental and Corporate Strategy, Law, Planning & Development, the Office of Sustainability, Transportation Infrastructure, Water Services, Calgary Public Library, and University of Calgary</i>

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**ISC: UNRESTRICTED
CPS2018-1216**

Preview of the Proposed Calgary Indigenous Relations Office

EXECUTIVE SUMMARY

This report provides a preview of the proposed model for a Calgary Indigenous Relations Office. As directed by Notice of Motion NM2017-20, the budget request to continue engagement and establish an Indigenous Relations Office will be included for consideration as part of the One Calgary service plan and budget. This preview includes a summary of the scoping activities completed to date, a description of core functions of the proposed Office and next steps should it be approved as part of budget deliberations.

Indigenous relations is an on-going, multi-faceted portfolio of work that involves various departments across the Corporation and numerous community partners. The proposed model for the Indigenous Relations Office represents a comprehensive and coordinated model to advance The City of Calgary's efforts towards positive Indigenous relations and reconciliation.

While the proposed model has been developed as a preview, if approved within the One Calgary process, the work will proceed with further community engagement. This engagement would include discussions with Treaty 7 First Nations, Métis Nation Region 3, Inuit and urban Indigenous Calgarians as well as other stakeholders focused on Indigenous relations, specifically within the Calgary context.

ADMINISTRATION RECOMMENDATION:

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

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2017 July 24 Regular Meeting of Council, Council adopted Notice of Motion NM2017-20, brought forward by Councillor Pincott, as follows:

"NOW THEREFORE BE IT RESOLVED, That Administration consider the establishment of a distinct Office to address our Indigenous commitments and support relations with our Treaty 7 partners and Métis Region 3, as well as all Indigenous peoples living within the City of Calgary borders, to return to Council for budget consideration in November 2018."

BACKGROUND

According to the 2016 Census data, Indigenous peoples off-reserve constitute the youngest and fastest growing segment of Canadian society. Currently, over 35,000 Indigenous people call Calgary home and 42 per cent of Indigenous Calgarians are under the age of 25, compared to 30 per cent of non-Indigenous Calgarians. Given this, Indigenous relations is an important aspect of The City's efforts to provide opportunities for full participation and inclusion in civic life. The proposed model for a Calgary Indigenous Relations Office provides the necessary foundation to fulfill the Indigenous relations commitments that have already been made through the *Indigenous Policy*, the *White Goose Flying* report and the 2019-2022 Council Directive: the development of positive Indigenous relations and reconciliation in support of A Well-Run City (W5).

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The City of Calgary Indigenous relations work is currently comprised of a wide range of activities including relationship-building, programming, funding, community work, planning activities, public art, parks archaeology, regulatory consultation and support for the Calgary Aboriginal Urban Affairs Committee (CAUAC). While there is a concentration of Indigenous relations work within Calgary Neighbourhoods, many undertakings are managed by other areas of Administration. There are limited resources dedicated to Indigenous relations and reconciliation commitments.

As a result of Notice of Motion NM2017-20, Administration, in consultation with stakeholders, has been examining potential models for a distinct office to address Indigenous commitments and support relations with Treaty 7 partners, Métis Nation Region 3, as well as all Indigenous peoples living within the city of Calgary borders. The *Indigenous Policy* and the *White Goose Flying* report guide the municipality as an active partner in truth and reconciliation. The proposed model for the Indigenous Relations Office would assist in the effective coordination of implementing the *Indigenous Policy* and the Calls to Action across the Corporation and with external partners. This report provides a preview of the recommended model that would be pursued pending further engagement.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

If approved by Council, the continued work to establish an Indigenous Relations Office would serve as an important catalyst in realizing a future that is not only more inclusive but would accelerate action-oriented implementation related to the Truth and Reconciliation Commission's Calls to Action identified in the *White Goose Flying* report.

The proposed model for a Calgary Indigenous Relations Office is a centralized coordinating body within Administration to enable Council and City staff to develop and sustain prosperous relationships with First Nations, Métis, Inuit and urban Indigenous Calgarians. The staff of the Indigenous Relations Office would be centralized, with a networked approach, meaning that select subject matter experts would still be located in the business unit aligned to their expertise (i.e. Law). The Indigenous Relations Office would be a point of contact for information enquiries for both the Corporation and the community.

The Indigenous Relations Office would be a mechanism that facilitates truth and reconciliation in core practices and decision-making, and tracks and reports on City of Calgary Indigenous relations initiatives. It would be a connection point between the community and the Corporation, with business units continuing to execute on their work in consultation with the Office.

The core functions of the Calgary Indigenous Relations Office are proposed to include:

- **Strategy:** enables relationship building through the *Indigenous Policy* and implementation guides, as well as the development of an engagement/consultation strategy that identifies the continuum of activities from voluntary engagement to regulatory consultation.
- **Reporting:** coordinates and tracks progress of *White Goose Flying* report Calls to Action.
- **Cultural Training:** builds City staff capacity through increased awareness, knowledge and competency.

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- **Cultural Advice:** develops and implements protocols and procedures to advance The City of Calgary's Indigenous relations.
- **Relationship Management:** coordinates government relations strategy with complex files.
- **Legal Advice:** provides ongoing legal advice and advocacy.
- **Leadership:** develops and supports a collaborative vision of an Indigenous Relations Office through leadership and guidance.

Each of these functions aligns with the Ways Forward outlined in Council's *Indigenous Policy*: ways of knowing, ways of engaging, ways of building relationships, and ways towards equitable environments. Each is integral to building and sustaining Indigenous relations with First Nations, Métis, Inuit and urban Indigenous Calgarians. It signals The City of Calgary's shared pathway forward and firm commitment to building an equitable and inclusive city.

Stakeholder Engagement, Research and Communication

The proposed recommendations for the Calgary Indigenous Relations Office are the result of:

- Targeted Stakeholder Engagement
 - Consultations with approximately 70 stakeholders that included key participants within the Corporation, CAUAC and external partners.
 - A day-long session led by CAUAC, with an Elder as part of the engagement, to provide further discussion and details around CAUAC's vision for an Indigenous Relations Office.
- Research
 - City business units involved in activities related to Indigenous relations were surveyed. The results provide a broad inventory of the types of Indigenous-related activities and relationships.
 - A scan of approaches to Canadian municipal Indigenous relations conducted to gather information on: different Indigenous relations models, the location of the work within organizations, advisory functions and associated resources.

If the proposed model for the Calgary Indigenous Relations Office is approved through the One Calgary process, there would be engagement to continue the community conversations more broadly with groups and individuals (including First Nations, Métis, Inuit and all urban Indigenous Calgarians). This would inform a collaborative vision of the Indigenous Relations Office, centered on the potential for impact to the community. Integral to the successful development of the Indigenous Relations Office is the creation of an advisory circle comprised of Elders and other leaders in Indigenous relations.

Strategic Alignment

- **2019-2022 Council Directives:** The development of positive Indigenous relations and reconciliation in support of A Well-Run City (W5).
- The ***Indigenous Policy***: "The City will strive to learn from and work with Indigenous communities, grounded in the spirit and intent of reconciliation. The City is devoted to a shared pathway forward, and a firm commitment to building an equitable and inclusive city."
- The ***White Goose Flying*** report: Encompasses The City's commitments to the Truth and Reconciliation Commission's Calls to Action and achieving sustainable reconciliation.

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- Council-approved **Social Wellbeing Principles**: “Advance the active and shared process of truth and reconciliation in collaboration with the community.”
- **Cultural Plan for Calgary**: “Will conserve and celebrate Calgary’s built, natural and Indigenous Heritage.”

Social, Environmental, Economic (External)

The *Indigenous Policy*, the *White Goose Flying* report and the Council Directive create a foundation to support Indigenous people to participate in and benefit from the full range of The City’s planning and decision-making while also supporting the broader community to understand shared history and reconciliation. Concurrently, The City will benefit from the knowledge and wisdom of Indigenous peoples and organizations. The proposed Indigenous Relations Office supports a strategic and cohesive approach to the social, environmental and economic benefits of Indigenous relations. Within Indigenous views, there is an interdependence of ecology including land, water, air and the universe. A more coordinated approach toward Indigenous relations creates a greater integration of Indigenous worldviews into land stewardship and protection. Through reconciliation and increased recognition of rich cultural contributions, individual and collective economic benefits can be realized through creating improved employment opportunities and the inclusion of Indigenous people in: cultural expression opportunities; public art projects; business opportunities; heritage preservation; infrastructure decisions; and sports and recreational opportunities, among many other opportunities.

Financial Capacity

Current and Future Operating Budget:

Operating budget requirements related to the proposed Calgary Indigenous Relations Office will be included for Council consideration as part of the 2019-2022 One Calgary Service Plan and Budget.

Current and Future Capital Budget:

There are no capital budget considerations associated with this report.

Risk Assessment

There may be a perception that insufficient stakeholder engagement has occurred to inform the proposed model for the Indigenous Relations Office. If development of an Indigenous Relations Office is approved by Council, wider stakeholder engagement will be conducted. The successful development of an Indigenous Relations Office is contingent upon input from the community, especially Treaty 7 partners, the Métis Nation of Alberta Region 3 and urban Indigenous Calgarians.

There is an additional risk related to the pace of the development of the proposed Indigenous Relations Office. Moving too fast or not moving fast enough could potentially jeopardize relationships. A mitigation for this risk to utilize a co-creation approach that relies on Treaty 7 partners, the Métis Nation of Alberta Region 3 and urban Indigenous Calgarians to determine what is necessary, what is right and the pace of development of the proposed Indigenous Relations Office.

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REASON(S) FOR RECOMMENDATION(S):

A preview of the proposed model for the Calgary Indigenous Relations Office is outlined for information to support future decision-making in the One Calgary deliberations.

If approved, the continued work to establish an Indigenous Relations Office would include broad community engagement and would increase consistency in The City's application of the Indigenous Policy, external engagement practices and related procedures. It would enable Council and Administration to provide a strategic and thoughtful approach to working with Indigenous partners and contribute to advancing The City's reconciliation commitments.

ATTACHMENT(S)

None

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**ISC: UNRESTRICTED
CPS2018-1256**

Golf Course Operations Update

EXECUTIVE SUMMARY

For 100 years, municipal golf courses have been part of the recreational and cultural landscape of Calgary. The City of Calgary operates eight municipal golf courses and three driving ranges at six locations. With over 300,000 visits annually, municipal courses are part of The City's comprehensive continuum of affordable recreational opportunities, generating over \$10M annually in direct economic activity.

Prior to 2012, Golf Course Operations generated revenue, contributing \$3.6 million to the Corporation and self-funding \$14 million in capital projects from 1995 to 2012. In 2012, Council mandated that Golf Course Operations become 'tax-supported'. Since that time, these operations have received between four and nine per cent in annual tax support (\$435,000 to \$964,000).

In 2018 June, Council asked Administration to explore options that would move Golf Course Operations to a break-even position and to report these options through the One Calgary budget process. With the objective of eliminating operational tax support, Golf Course Operations has set a target of \$1M in revenue generation and cost efficiencies. This report outlines the options, details and timelines to reach \$1M in revenues, cost efficiencies, and site optimization opportunities by 2022, with the potential for further-enhanced sustainability into the future.

ADMINISTRATION RECOMMENDATION:

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

Direct Administration to report back to Council through the SPC on Community and Protective Services by Q2 2021, with an update on progress toward the options outlined in this report.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 June 25, Council approved CPS2018-0349, after amendment, as follows:

1. *Direct that Administration report back to Council on results, indicators and performance measures by Q2 of the final year of each planning cycle to inform a plan for the next cycle;*
2. *Direct that Attachment 6 remain confidential pursuant to Sections 23, 24 and 25 of the Freedom of Information and Protection of Privacy Act (and that Council consider content therein in camera if requested by Council); and*
3. *Direct that Administration report back to Council through the One Calgary budget process with options that reflect the overall Golf Course Operations to break even in terms of revenue and operating expenses.*

A historical timeline is included in Attachment 1 – Previous Council Direction.

BACKGROUND

From 1995 through 2012, Golf Course Operations was self-supporting in both operating and capital. Revenues funded all direct operating costs, debt commitments, as well as an annual

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\$200 thousand mill-rate contribution back to The Corporation. Over the 17-year period golf contributed \$3.6 million to the Corporation and funded \$14 million in capital projects.

Demographic changes and shifts in local market conditions through 2011 made it challenging for Golf Course Operations to sustain self-supporting operations. In 2012 November (CPS2012-0702), Council directed removal of the Golf Course Operations' annual mill-rate contribution back to the Corporation and *"the change in Golf Course Operations mandate from fully "self-sufficient" to "tax supported"*, to provide basic golf services and to align with the mandate of the rest of Recreation.

Between 2013 and 2017, Golf Course Operations received between four and nine per cent of its operating budget in tax support, ranging from \$435,000 to \$964,000 based on an average \$10.4 million budget. This supports over 300,000 rounds of golf at municipal courses.

In 2014, Council endorsed Golf Course Operations' Sustainability Workplan (the Work Plan) to find efficiencies in operations and explore opportunities to increase revenue (CPS2014-0398). Initiatives undertaken to date have included:

- Implementing a demand-based fee structure;
- Completing a Golf Service Model Analysis;
- Issuing contracts for select mowing; and
- Making capital investments at McCall Lake golf course.

Financial performance has improved since implementing the Council-approved Work Plan in 2015 and Golf Course Operations continues to explore a range of revenue generating opportunities and cost saving options.

The six most promising options are described below. Other options have been previously explored, but have proven unfeasible; these include divestiture, contracting of courses, or significant increases in fees to cover shortfalls. These options were discussed with Council in 2018 June (CPS2018-0349) and are detailed in Attachment 2 - Golf Course Operations - Details of Options Previously Explored. A listing of the Golf Course Operations inventory, describing site encumbrances and carrying costs to The Corporation is presented in Attachment 3.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

As part of the Work Plan launched in 2015, Golf Course Operations is actioning six options to generate \$1M in revenue and cost efficiencies by 2022 to offset the current annual tax support. In addition, other capital investment opportunities are being investigated, and future partnership and site optimization opportunities will be explored. Attachment 4 – Golf Course Operations - Sustainability Work Plan Initiatives Towards Net Zero provides a detailed breakdown of the options to increase revenue and cost efficiencies.

<i>Break-even options underway</i>	
Option 1	2019 re-opening of the newly renovated and revitalized McCall Lake 18-hole golf course
Option 2	2019 fee adjustments (subject to Council approval as part of the One Calgary budget deliberations)

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Option 3	The golf IT solution, to be implemented in Q1 2020, will support more efficient booking processes and enable advanced pricing strategies and is expected to increase attendance and revenue
Option 4	Cost savings to be realized through finalizing debt commitments
Option 5	Increased standardization of operational practices between golf courses
Option 6	Contracting out of select services
<i>Additional options being pursued for enhanced sustainability</i>	
Option 7	Capital investment in facilities to increase revenue generating opportunities
Option 8	Explore future partnership opportunities with industry leaders to examine service offerings to maximize utilization of municipal golf assets.

Implementing options one through six is predicted to yield \$1 million in increased revenue generation and cost savings by 2022, moving Golf Course Operations towards break-even operations. Additional revenue generating opportunities will be investigated through options 7 and 8.

As per option 7, since Golf Course Operations capital investment in facilities is currently on the “unfunded for information” list through the One Calgary budget process, Administration will continue to pursue additional grant opportunities and alternative funding toward the improvement of facilities. Capital improvements are crucial to Golf Course Operations being able to generate year-round revenue and allowing further increases to potential revenues through food and beverage services and facility rentals by way of conferences and events.

Golf Course Operations, through option 8, will investigate innovative opportunities that have the potential to further increase revenue and service offerings by working and partnering with industry leaders to maximize the use of The City’s golf assets. This type of optimization is in the preliminary investigation phase to determine feasibility and potential revenue gains.

The combined implementation of Work Plan initiatives identified as Options 1-6 is anticipated to realize the \$1 million target by 2022. In addition, opportunities for new business potential through site optimization in Options 7-8 will further increase sustainability over the course of the 2019-2022 budget cycle.

Stakeholder Engagement, Research and Communication

In alignment with the Council-directed Golf Course Guiding Principles (CPS2013-0410), Golf Course Operations conducts annual customer surveys to evaluate services and obtain user feedback. In 2018, customers indicated a 97% overall customer satisfaction rating with golf services provided by The City. Administration will continue to engage and network with other golf leaders to further increase revenues and service offerings, including industry partnerships.

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Strategic Alignment

The Golf Course Sustainability Work Plan directly aligns with Citizen Priorities: A City of Safe and Inspiring Neighbourhoods; A Healthy and Green City; and A Well-run City.

The *Recreation Master Plan* describes a comprehensive recreation service delivery continuum, including golf, as the most effective way to provide Calgarians affordable, accessible and relevant recreation opportunities. Opportunities developed through Recreation's Zero-Based Review will be leveraged as they apply to Golf Course Operations.

The *Sport for Life Policy* defines The City's commitment to Calgarians to support and develop sport, including golf, through the implementation of four key pillars: Delivering Sport Programs and Initiatives; Building Infrastructure; Allocating Infrastructure; and Prioritizing Investment.

The *Municipal Development Plan* acknowledges that recreation, including Golf Course Operations, plays an important role in: building complete, strong and great communities; adding to the cultural vitality of The City; contributing to economic development and prosperity; fostering active and vibrant neighbourhoods; and sustaining healthy communities by promoting active living.

Social, Environmental, Economic (External)

Golf Course Operations is driven by the Council-approved Guiding Principles: Quality, Sustainability, Accessibility, Affordability, Community Benefit, and Accountability, guiding the municipality's role in providing basic golf services.

Social

Golf is a source of physical activity and is the top outdoor recreational activity for Calgarians aged 65 and over. Inclusive, accessible and affordable municipal golf opportunities to Calgarians are key to the spectrum of recreational services offered by The City and contribute to overall quality of life and citizen satisfaction.

Golf assets offer opportunities for year-round community use with free, public access to cross-country skiing, and low-cost cross-county programming offered by partner organizations.

Environmental

Golf Course Operations stewards 750 acres of land within Calgary providing green space and contributing to Calgary's urban forest. The facilities make good use of public land to provide a recreational service while accommodating significant corporate infrastructure such as storm water drainage, utility/roads rights of way, water reservoirs, flight pathways, and preserving natural areas and wildlife corridors.

Economic

Municipal golf facilities provide green space and affordable recreational opportunities to make Calgary an attractive place for residents, visitors and businesses alike. The acquisition of

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materials and services also supports local employment and business opportunities generating over \$10M in direct economic activity annually.

Financial Capacity

Current and Future Operating Budget:

This report has no impact on the current operating budget. Adjustments to Golf Course Operations' operating budget, in response to the options described here and on-going implementation of Work Plan initiatives, would be brought forward as part of mid-cycle budget adjustment processes.

Current and Future Capital Budget:

There are no direct capital impacts as a result of this report. However, Golf Course Operations currently has four capital requests on the "unfunded for information" list through One Calgary 2019-2022, including improvements to Shaganappi Point clubhouse and maintenance facility, Confederation Park clubhouse and ongoing lifecycle of fairways and greens maintenance.

Risk Assessment

Golf Course Operations' ability to fully realise business opportunities is impacted by a lack of capital funding. There are four capital business cases currently on the "unfunded for information only" list through One Calgary 2019-2022.

The ability to achieve the \$1 million target by 2022 is affected by the overall Calgary economy. Diligent observation and adjustments to business practices are required in response to a changing economy.

REASON(S) FOR RECOMMENDATION(S):

Some success has already begun to be realized through the Golf Course Sustainability Work Plan initiatives since its implementation in 2015.

Golf Course Operations will implement the six options identified in this report from 2019-2022, moving towards break even by 2022. Administration will also investigate two additional options that could lead to revenue generating opportunities through continued exploration of capital investment and partnering with industry to maximize the use of golf assets.

ATTACHMENT(S)

1. Previous Council Direction/Policy
2. Golf Course Operations - Details of Options Previously Explored
3. Golf Inventory Overview - Outline of site encumbrances and carrying costs to The Corporation
4. Golf Course Operations - Sustainability Work Plan Initiatives Towards Net Zero

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 June 25, Council adopted CSP2018-0349 Golf Course Sustainability Work Plan Update:

1. Direct that Administration report back to Council on results, indicators and performance measures by Q2 of the final year of each planning cycle to inform a plan for the next cycle;
2. Direct that Attachment 6 remain confidential pursuant to Sections 23(1)(b), 24(1), and 25(1) of the Freedom of Information and Protection of Privacy Act (and that Council consider content therein in camera if requested by Council).
3. Direct that Administration report back to Council through the One Calgary budget process with options that reflect the overall Golf Course Operations to break even in terms of revenue and operating expenses.

On 2015 December 14, Council adopted CPS2015-0947 Golf Course Operations Sustainability Work Plan Update:

1. Direct Administration to continue providing municipal golf services with a City operated service model, inclusive of contracting out select services where efficiencies can be realized; and
2. Direct that Attachment 2 remain confidential pursuant to Sections 23(1)(b), 24(1)(c), 24(1)(g) and 25(1)(c) of the *Freedom of Information and Protection of Privacy Act*, until Administration fully implements Council's decision(s) with regard to Attachment 2 content.

On 2015 June 29, Council adopted CPS 2015-0492 Golf Course Capital Update:

That Council receive this update report for information.

On 2014 July 21, Council adopted recommendations contained in Report CPS2014-0398 McCall Lake Redevelopment Feasibility Study:

1. Direct Administration to discontinue McCall Lake redevelopment planning and Outline Plan preparation;
2. Direct Administration to implement the Updated Golf Course Operations Sustainability Work Plan as outlined in Attachment 2, after amendment to the Targeted Completion Date for the Item "Service Model Analysis", contained on Page 1 of 2, by deleting the date "Q1 2016", and by substituting with the date "Q4 2015"; and
3. Direct that Attachments 6 and 7 remain confidential pursuant to Sections 23(1)(b), 24(1)(c), 24(1)(g), 25(1)(a), 25(1)(b), and 25(1)(c) of the *Freedom of Information and Protection of Privacy Act*.

On 2013 May 27, Council adopted CPS2013-0410 Golf Course Operations Guiding Principles:

1. Approve the guiding principles as a framework for Golf Course Operations revised fee structure decision making; and

2. Direct Administration to bring a revised fee structure to Council during the 2014 budget adjustment process (2013 November) for consideration.

On 2012 October 15, Council adopted CPS2012-0702 Golf Course Operations Operational Business Review & Update:

1. Approve, in principle, the elimination of the \$200,000 annual contribution to general revenues from the Business Unit Recreation – Golf, Operating Budget Program 426 and refer this recommendation to the 2013 budget adjustment process in 2012 November for consideration;
2. Approve, in principle, the change of Golf Course Operations mandate from “fully self-sufficient” to “tax supported” to align with the mandate of the rest of the Recreation Business Unit and refer this recommendation to the 2013 budget adjustment process in 2012 November for consideration;
3. Approve the recommendations outlined in Attachment 2, Appendix 4 to develop a revised golf course fee structure and report back through SPC on Community and Protective Services by 2013 May with recommendations on golf fee structure.
4. Approve Administration Recommendation 4 and that Recommendation 4 remain confidential under Sections 23(1)(b), 24(1)(a), 24(1)(g), 25(1)(b) and 25(1)(c)(ii) of the *Freedom of Information and Protection of Privacy Act*; and
5. Direct Administration Recommendation 4, as amended, and the Report and Attachments, remain confidential pursuant to Sections 23(1)(b), 24(1)(a), 24(1)(g), 25(1)(b) and 25(1)(c)(ii) of the *Freedom of Information and Protection of Privacy Act*

Golf Course Operations - Details of Options Previously Explored

On 2018 June 25, Council directed that “Administration report back to Council through the One Calgary budget process with options that reflect the overall Golf Course Operations to break even in terms of revenue and expenses” (CPS2018-0349). This table provides information about options to increase Golf Course Operations sustainability that have been deemed unfeasible, or unable to be pursued as realistic options to get to net zero operations.

	Option	Description	Implications and Considerations
1	Divestiture of Golf Courses	Permanent closure of golf facilities or the sale of land for redevelopment.	<p><u>Closure of Golf Facilities:</u></p> <ul style="list-style-type: none"> • Closure of facilities, while technically a feasible option, is not necessarily a profitable endeavour as the asset remains a City responsibility. On-going maintenance and carrying costs reside with the steward of the land • (e.g. Recreation, Parks and Water Services) • Other site restrictions and encumbrances may also impede the ability for alternate use and closure may also have Labour Relation Code implications. • Carrying costs to The City would result in continued annual tax support ranging from \$200,000 - \$2,000,000 (subject to facility land size and physical assets considered for closure). <p><u>Sale of Land for Redevelopment</u></p> <p>Example of site limitations and constraints: McCall Lake Redevelopment Feasibility Study and Update (CPS2014-0398)</p> <ul style="list-style-type: none"> • Feasibility Study undertaken in 2013/2014 determined the redevelopment of McCall Lake was not feasible due to site limitations, constraints and risks which include: available land area suitable for redevelopment, combined implications of airport restrictions, storm water management, off-site transportation, utilities, and impact to four social recreation lease holders. • Council directed Administration to discontinue McCall Lake redevelopment planning and Outline Plan preparation and to implement the Golf Course Operations Sustainability Work Plan (the Work Plan). • The Work Plan identified investigation into alternative service delivery models in response to NM2014-33 Conversion of City-Owned Golf Courses to Private Contract, such that golf courses would remain open to the public and remain the property of the City of Calgary. <p><i>It is not viable for golf course lands to be sold and remain a golf course due to implications under Alberta Labour Code. Site restrictions and constraints vary by golf course which limit both the sale and land use options. See Attachment 3 – Golf Inventory Overview, for an outline of site encumbrances and carrying costs to The Corporation.</i></p>
2	Contracting of existing City Courses	Contracting out golf courses, or golf services, in whole or in part, to third party operator(s).	<p><u>Contracting in Whole or in Part</u></p> <p>Various contracting options have been addressed with Council on two occasions previously:</p> <ul style="list-style-type: none"> • CPS2015-0947 2015 December 14: Council directed Administration to “continue providing municipal golf services with a City-operated service model inclusive of contracting out of select services where efficiencies can be realized.”

	Option	Description	Implications and Considerations
			<ul style="list-style-type: none"> Scenarios investigated included a wide variety of options regarding the contracting, in-part or in-whole, of municipal golf faculties and assets, where only one scenario Golf Course Operations was deemed viable; Contracting of select services has been actioned and is detailed in Attachment 4. CPS2018-0349 2018 June 26: Outcomes from 2015 were re-examined and revalidated. Administration was directed “to report back to Council on results, indicators and performance measures by Q2 of the final year of each planning cycle to inform a plan for the next cycle”. <p><i>Golf Course Operations is unable to action the contracting scenarios as reviewed in 2018 June (CPS2018-0349). Any contracting options must consider implications under Alberta Labour Code, manage risk to The City and its assets while also creating potential for realistic operational efficiencies.</i></p>
3	Fee Increases Only	Increase golf course fees to fully fund operating shortfall.	<p><u>Fee Increases Only:</u></p> <ul style="list-style-type: none"> A revised golf course fee structure was approved by Council as part of Action Plan and implemented in 2015. Considerations: Council-directed Golf Course Operations Guiding Principles (Quality, Sustainability, Accessibility, Affordability, Community Benefit, Accountability), utilization trends, public engagement findings, local market rate analysis and leading golf industry consultant recommendations. The fee structure, implemented in 2015, has realized an additional \$445,000 in annual revenues embedded in the current Golf Course Operations budget. A leading golf industry consultant evaluation in 2014 of market rates stated fees at municipal golf courses are appropriate given the level of services offered. Further rate increases were not recommended unless a corresponding shift occurs in local market rates. Targeted increases are possible where gaps emerge. Annual analyses of local market and area rates have seen marginal to no shifts since 2015. Consumer price sensitivity has heightened primarily due to effects of the economic downturn. Other service providers are increasing the use of special offers and discounts to attract customers. Golf Course Operations intends to pursue similar opportunities as noted in Attachment 4 under “Golf IT Solution” Current municipal golf rates are within 10% of reasonably comparable facilities. <ul style="list-style-type: none"> 2018 Average 18-hole market rate (Weekday): \$47.50 2018 Shaganappi 18-hole rate (Weekday): \$44.50 To break even solely through fee increases would require a more than \$15 per round increase to adult 18-hole green fee rates. Such significant increases would price municipal courses out of the local market and result in lower attendance. Administration evaluates market rates on an on-going basis with fee adjustments made annually where feasible. <p><i>A reliance on fee increases alone contradicts Golf Course Guiding Principles (CPS2013-0410) and would price municipal courses out of the local market.</i></p>

Golf Inventory Overview – Outline of site encumbrances and carrying costs to The Corporation

Golf Course Operations maintains 750 acres of land at 6 locations, dispersed across the city. They typically accommodate more than one corporate need. The golf facilities make good use of public land by providing greenspace relief in the urban environment and significant corporate infrastructure such as: major storm water drainage, utility and road rights of way, water reservoirs and flight paths.

Golf Course	Size - Acres	Overview of infrastructure	Estimated Annual Carrying Costs *
Confederation Park – 9 holes and driving range	104 (42.1 Ha)	<ul style="list-style-type: none"> Location contains Crown-claimed land through the middle of the site in proximity to Confederation Creek. Serves as significant storm water catchment for adjacent communities. 	\$870,000
McCall Lake - 27 holes and driving range	256 (103.6 Ha)	<ul style="list-style-type: none"> North half of the site has severe restrictions due to NavCanada requirements for the airport runway approach. Moderate NavCanada restrictions extend across the remainder of the site. Contains a large storm water pond for NE Calgary managed by Water Resources as part of the storm water management system. The storm pond is Crown-claimed and subject to provincial restrictions. Significant Parks Birthplace Forest on site. Approximately 10,000 trees, valued over \$2 million by Urban Forestry. These occupy three separate areas within the course. Extensive underground Sanitary and Storm right of way and infrastructure throughout site. 	\$2,060,000
Shaganappi Point – 27 holes and driving range	139 (56.25 Ha)	<ul style="list-style-type: none"> A portion of this site North of 8th Ave was deeded to The City with a Habendum on title restricting activity to Park and Recreation use. South of 8th Ave there are two large storm ponds managed by Water Resources. Two ATCO rights of way divide the site along with other utility corridors. An Emergency Measures Operations transmission tower is located on site. 	\$1,186,000
Richmond Green – 9 holes	20 (8.10 Ha)	<ul style="list-style-type: none"> This location contains significant Water Resources infrastructure below grade including two potable water reservoirs and a large pump station building. These structures underlie and occupy approximately 70% of the site. 	\$143,000
Lakeview – 9 holes	40 (16.19 Ha)	<ul style="list-style-type: none"> Extensive above- and below-ground utility infrastructure. Site is encumbered by setbacks from the edge of the Glenmore reservoir that exist due to geotechnical stability requirements. 	\$358,000
Maple Ridge – 18 holes	173 (70.01 Ha)	<ul style="list-style-type: none"> The City is contractually obligated to provide and maintain a water transfer line for Willow Park Golf Course (west of Maple Ridge). 	\$1,422,000

		<ul style="list-style-type: none"> Storm water pond in the west half of the site managed by Water Resources as part of the storm water management system. This is interconnected with the storm water system from Willow Park Golf Course. Northeast third of the site has geotechnical stability issues. East portion of the site is within the Deerfoot Trail expansion right of way. 	
		Total	\$6,039,000

(*)

- The total includes the estimated carrying cost for building maintenance, utility costs, security and vehicles & equipment, and landscape maintenance
- Estimate is based on City of Calgary Parks Maintenance Cost per Hectare – \$17,500 per Hectare
- The landscape maintenance cost could be higher or lower depending on the type of maintenance required

Golf Course Operations – Sustainability Work Plan Initiatives Towards Net Zero

On 2018 June 25, Council directed that “Administration report back to Council through the One Calgary budget process with options that reflect the overall Golf Course Operations to Break even in terms of revenue and expenses” (CPS2018-0349). Table 1 provides a description of the options that will move Golf Course Operations towards net zero operations by 2022, with a target of \$1 million in revenue generating opportunities and cost saving and efficiencies. Table 2 provides a description of additional opportunities that will be investigated to further increase Golf Course Operations future sustainability.

Table 1: Break Even Options Underway				
		Anticipated Total Yield by 2022	Implementation Date	Progress
1	McCall re-opening	\$280,000	2019	<ul style="list-style-type: none"> Construction currently underway; course re-opening late May 2019 \$6.7M capital investment
2	Annual Fee Adjustments	\$100,000	2019	<ul style="list-style-type: none"> Pending Council approval as part of the One Calgary budget process
3	Golf IT Solution	\$185,000	2021	<ul style="list-style-type: none"> Underway with anticipated implementation Q1 2020 Will support more efficient booking processes and enable advanced pricing strategies and is expected to increase attendance and revenue
4	Debt Fulfillment	\$142,000	2019	<ul style="list-style-type: none"> Debt payments completed in Dec 2018 Utilized for capital improvements at Maple Ridge
5	Increased standardization of operation practices between assets	\$273,000	2021	<ul style="list-style-type: none"> Started in 2018 with expected completion 2020 Ensuring that operations and maintenance is undertaken with increased standardization
6	Contracting of Select Services	\$20,000	2019	<ul style="list-style-type: none"> Contracting of select maintenance services currently underway
	Potential Yield	\$1,000,000		

Table 2: Options being pursued for enhanced sustainability				
		Anticipated Total Yield	State of Funding	Description
7	Capital Improvement Alternatives	TBD	<p>Three projects are currently unfunded or on the “Unfunded for Information” capital list:</p> <ul style="list-style-type: none"> Shaganappi Clubhouse and Renewal (\$8.8M) Shaganappi Maintenance Facility Replacement (\$2.1M) Confederation Park Golf Course Clubhouse Upgrade (\$1.9M) <p>One project that’s part of the Essential Services Delivery Bundle, but currently unfunded:</p> <ul style="list-style-type: none"> Fairways and Greens Service Cycle in Essential Services Delivery Bundle (\$8.3M) 	<p>With capital investment, new business opportunities are possible. For example, improved Clubhouse facilities at Shaganappi Point would provide a source of year-round revenue through:</p> <ul style="list-style-type: none"> Expanded food & beverage service Conference, banquet and event rental possibilities.
8	Partnering with Industry	TBD	2021	As the golf industry continues to evolve, opportunities exist to partner

				with industry leaders, to enhance golf assets and service offerings.
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