AGENDA

SPC ON COMMUNITY AND PROTECTIVE SERVICES

December 5, 2018, 9:30 AM

IN THE COUNCIL CHAMBER

<u>Members</u>

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. <u>CALL TO ORDER</u>

2. <u>OPENING REMARKS</u>

3. <u>CONFIRMATION OF AGENDA</u>

4. <u>CONFIRMATION OF MINUTES</u>

   4.1   Minutes of the Regular Meeting of the SPC on Community and Protective Services, 2018 November 07.

   4.2   Minutes of the Regular Meeting of the Emergency Management Committee, 2018 November 07.

5. <u>CONSENT AGENDA</u>

6. <u>POSTPONED REPORTS</u>
   (including related/supplemental reports)

   None

7. <u>ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES</u>

   7.1   2018 BiodiverCity Advisory Committee Annual Report, CPS2018-1354

7.2   Green Line City Shaping Update, CPS2018-1355

7.3   Community Representation Framework – Final Report, CPS2018-1393

7.4   Short Term Rental Scoping Report, CPS2018-1328

7.5   2019-2021 Family and Community Support Services Funding Recommendations, CPS2018-1100

7.6   Multilingual Communications and Engagement, CPS2018-1253

7.7   HIPville Business Improvement Area Update, CPS2018-1098

7.8   Business Improvement Area Policy & Governance Framework – Request for Deferral, CPS2018-1097

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

Calgary

MINUTES

SPC ON COMMUNITY AND PROTECTIVE SERVICES

**November 7, 2018, 9:30 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
ALSO PRESENT: Acting City Clerk J. Dubetz
                                  Legislative Assistant J. Palaschuk
                                  Acting General Manager K. Black

1.   CALL TO ORDER

Councillor Colley-Urquhart called the Meeting to order at 9:33 a.m.

2.   OPENING REMARKS

Councillor Colley-Urquhart, on behalf of Members of the Committee, acknowledged the passing of Marlene Lanz earlier this year, and called for a moment of silence.

PRESENTATION AND PRAYER

Blackfoot Elder Casey Eagle Speaker (Blood Tribe), in attendance at today's Meeting, gave a prayer in Blackfoot.

3.   CONFIRMATION OF AGENDA

Moved by Councillor Magliocca

That the Agenda for the 2018 November 07 Regular Meeting of the SPC on Community and Protective Services be confirmed.

MOTION CARRIED

4.   CONFIRMATION OF MINUTES

     4.1   Minutes of the Regular Meeting of the SPC on Community and Protective Services, 2018 October 22

          Moved by Councillor Jones

          That the Minutes of the Regular Meeting of the SPC on Community and Protective Services, held 2018 October 22, be confirmed.

MOTION CARRIED

5.   CONSENT AGENDA

None

6.   POSTPONED REPORTS

None

7.   ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1   Calgary Aboriginal Urban Affairs Committee Update, CPS2018-1215

The following distributions were made with respect to Report CPS2018-1215:

- A PowerPoint entitled "Calgary Aboriginal Urban Affairs Committee Update", dated 2018 November 07.
- A document entitled "Calgary Aboriginal Urban Affairs Committee Update CPS2018-1215", from L. Heather, dated 2018 November 07.
SPEAKER

Larry Heather

Moved by Councillor Jones

That with respect to Report CPS2018-1215, the following be approved:

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).

MOTION CARRIED

7.2   Preview of the Proposed Calgary Indigenous Relations Office, CPS2018-1216

A PowerPoint presentation entitled "Preview of the Proposed Calgary Indigenous Relations Office", dated 2018 November 07, was distributed with respect to Report CPS2018-1216.

SPEAKER

Larry Heather

Moved by Councillor Carra

That with respect to Report CPS2018-1216, the following be approved:

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

MOTION CARRIED

7.3   Golf Course Operations Update, CPS2018-1256

A PowerPoint presentation entitled "Golf Budget Update", dated 2018 November 07, was distributed with respect to Report CPS2018-1256.

SPEAKER

Larry Heather

Moved by Councillor Carra

That with respect to Report CPS2018-1256, the following be approved:

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.

Against: Councillor Chu and Councillor Magliocca

MOTION CARRIED

8. ITEMS DIRECTLY TO COMMITTEE

    8.1 REFERRED REPORTS

        None

    8.2 NOTICE(S) OF MOTION

        None

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

    10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

        None

    10.2 URGENT BUSINESS

        None

11. ADJOURNMENT

Moved by Councillor Carra

That this meeting adjourn at 10:43 a.m.

MOTION CARRIED

The following items have been forwarded to the 2018 November 19 Regular Meeting of Council:

Consent:

• Calgary Aboriginal Urban Affairs Committee Update, CPS2018-1215
• Preview of the Proposed Calgary Indigenous Relations Office, CPS2018-1216

- Golf Course Operations Update, CPS2018-1256.

The next Regular Meeting of the SPC on Community and Protective Services is scheduled to be held on 2018 December 05, 9:30 AM.

COMFIRMED BY COMMITTEE ON:

_____   _____
                CHAIR   ACTING CITY CLERK

Calgary

MINUTES

EMERGENCY MANAGEMENT COMMITTEE

November 7, 2018, 10:15 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
ALSO PRESENT: Acting City Clerk J. Dubetz
                                     Legislative Assistant J. Palaschuk
                                     Acting General Manager K. Black

1.   CALL TO ORDER

Councillor Colley-Urquhart called the meeting to order at 10:15 a.m.

2.   OPENING REMARKS

Councillor Colley-Urquhart provided opening remarks for today's meeting.

3.   CONFIRMATION OF AGENDA

Moved by Councillor Jones

That the Agenda for the 2018 November 07 Regular Meeting of the SPC Emergency Management Committee be confirmed, **after amendment**, as follows:

By adding an item of Urgent Business, entitled "Update on Bill 8 (Verbal)", VR2018-0098.

MOTION CARRIED

4.   CONFIRMATION OF MINUTES

None

5.   CONSENT AGENDA

None

6.   POSTPONED REPORTS

None

7.   ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1   2018 Disaster Risk Assessment and Business Impact Analysis, EM2018-1277

A PowerPoint presentation entitled "Disaster Risk Management & Business Continuity", dated 2018 November 07, was distributed with respect to Report EM2018-1277.

Moved by Councillor Carra

That with respect to Report EM2018-1277, the following be approved:

The Emergency Management Committee recommends that Council receive this report for information.

MOTION CARRIED

8.   ITEMS DIRECTLY TO COMMITTEE

8.1   REFERRED REPORTS

None

8.2   NOTICE(S) OF MOTION

None

9.   URGENT BUSINESS

9.1   Update on Bill 8 (Verbal), VR2018-0098

A document entitled "Update on Bill 8, the Emergency Management Amendment Act, 2018 and the Local Emergency Management Regulation", was distributed with respect to Report VR2018-0098.

Moved by Councillor Gondek

That with respect to Verbal Report VR2018-0098, the following be approved:

That the Emergency Management Committee receive this report for information.

MOTION CARRIED

10.   CONFIDENTIAL ITEMS

10.1   ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2   URGENT BUSINESS

None

11.   ADJOURNMENT

Moved by Councillor Jones

That this meeting adjourn at 11:53 a.m.

MOTION CARRIED

The following item has been forwarded to the 2018 November 19 Regular Meeting of Council:

Consent:

• 2018 Disaster Risk Assessment and Business Impact Analysis, EM2018-1277

The next Regular Meeting of the Emergency Management Committee will be held at the Call of the Chair.

COMFIRMED BY COMMITTEE ON:

_____   _____
                CHAIR   ACTING CITY CLERK

Community Services Report to   **ISC: UNRESTRICTED**
SPC on Community and Protective Services   **CPS2018-1354**
2018 December 05

2018 BiodiverCity Advisory Committee Annual Report

EXECUTIVE SUMMARY

The BiodiverCity Advisory Committee (the Committee) was established by Council in October 2015. As guided by its Terms of Reference, the Committee advances the commitments and procedures identified within the Council-adopted Biodiversity Policy (CSPS037). The Committee last reported to Council in May 2017. This report presents the Committee's 2018 work plan (Attachment 1) and an overview of work conducted from 2017 to present (Attachment 2). The Committee has pursued three categories of work: engaging stakeholders, communications, and reviewing City policies related to biodiversity. The outcome of this work has been to advance biodiversity awareness within the Corporation and to support Calgarians fostering more resilient, biologically diverse communities. Highlights include meetings with City of Calgary councillors, providing expert advice on biodiversity-related documents, and having biodiversity introduced as a survey question in the Calgary Foundation's Vital Signs report.

ADMINISTRATION RECOMMENDATION:

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

PREVIOUS COUNCIL DIRECTION / POLICY

On 2017 May 29, Council received the 2016 BiodiverCity Advisory Committee Annual Report for information (CPS2017-0421).

On 2016 May 16, Council received the 2015 BiodiverCity Advisory Committee Annual Progress Report for information (CPS2016-0359).

On 2015 October 19, Council appointed the first members of the BiodiverCity Advisory Committee at the annual Organizational Meeting of Council.

On 2015 July 27, Council approved the proposed BiodiverCity Advisory Committee Terms of Reference (CPS2015-0608).

On 2015 March 30, Council adopted the Biodiversity Policy (CSPS037), and received for information Our BiodiverCity, Calgary's 10-year biodiversity strategic plan, and directed Administration to "research the appropriate Terms of Reference and framework of a Biodiversity Advisory Committee [involving] broad representation across Calgary" (CPS2015-0260).

BACKGROUND

Through its Terms of Reference, the Committee is mandated to provide Council and Administration with strategic advice on matters affecting urban biodiversity. The Committee advances the commitments and procedures identified within Our BiodiverCity, Calgary's 10-year biodiversity strategic plan and The Durban Commitment: Local Governments for Biodiversity.

In the fall of 2016, Mayor Nenshi signed the Durban Commitment. Calgary became the third Canadian city to formally join the international program directed by Local Action for Biodiversity (along with the City of Edmonton and the City of Montreal). The program represents local governments from across the world to improve biodiversity planning and management. By signing this commitment, The City acknowledges "accountability and responsibility for the health

2018 BiodiverCity Advisory Committee Annual Report

and wellbeing of our communities through protecting, sustainably utilizing and managing biodiversity and recognizing its role as the foundation of our existence."

In March 2015, Council approved Our BiodiverCity, Calgary's 10-year biodiversity strategic plan and the accompanying Biodiversity Policy (CSPS037). The plan is based on principles for the protection, development and management of Calgary parks and ecosystems in support of biodiversity. Our BiodiverCity aims to provide a framework for The City to foster more resilient, biologically diverse open space and neighbourhoods that support positive outcomes for Calgarians, visitors, wildlife and plant communities.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The Committee has been pursing three categories of work: engaging stakeholders, communications, and reviewing City policies related to biodiversity. The outcome of this work has been to advance biodiversity awareness within the Corporation and to support Calgary communities in fostering more resilient, biologically diverse open space. The Committee last reported to Council in May 2017. The 2017 work plan was presented at that meeting.

2018 work plan

The Committee is actively engaged in advancing its role as an Advisory Committee to Council. Since its formation in 2015, the Committee has been engaged in working with Administration and learning as much as possible about City policies, processes and procedures and how environmental matters such as biodiversity are integrated into City business. This work will continue to evolve in 2019, in particular with the learnings acquired from the meetings with members of Council. The 2018 Committee work plan is included as Attachment 1.

Highlights of the work plan include meetings with City of Calgary councillors, providing expert input on biodiversity-related documents, and having biodiversity introduced as a survey question in the Calgary Foundation's Vital Signs report. A complete summary of the work and outcomes is included as Attachment 2.

Councillor meetings

The committee held meetings with members of Council to gain insight into the needs for biodiversity identified by councillors and their constituents. The objective was for the Committee to better understand what is required to support biodiversity awareness and conservation to inform future actions in the Committee's work plan.

The Committee recognised that it should continue a dialogue with members to Council to best understand how it could assist in building awareness and understanding some of the issues pertaining to biodiversity. Councillors provided key actions for Committee members to consider, which informed future work.

Expert advice

The Committee was involved in two key areas of work intended to advance the BiodiverCity Strategy and increase biodiversity in Calgary. The BiodiverCity Action Plan provides a structure for work planning to meet the commitment of The City of Calgary's BiodiverCity Strategic Plan. It outlines how The City is to achieve biodiversity conservation outcomes through the execution of biodiversity programs and initiatives. It establishes program targets, work plans, decision-making tools, and a method to monitor implementation progress using indicators. The

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2018 BiodiverCity Advisory Committee Annual Report

Committee drove elements of the project to ensure appropriate performance measures are in place for the biodiversity program.

The other key area of work was reviewing The City's restoration target. One of the three performance measures identified in the BiodiverCity Strategic Plan is to restore 20 percent of Calgary's current open space to increase biodiversity. Habitat restoration is a type of land management activity intending to recover a degraded habitat to initiate or accelerate its succession towards a habitat with increased biodiversity such as replacing turf grass with native grasses and wildflowers. Restoration is considered cost-effective recognizing that the initial cost to restore land will be recouped via decreased ongoing management costs. The Committee has been pushing for increased restoration projects in Calgary.

Vital Signs report

The Calgary Foundation produces an annual Vital Signs report on the qualities of life important to Calgarians. The Committee worked with the Foundation to add a biodiversity measure to this report. As a component of the Environment section, a question on biodiversity was added: Are you familiar with the term "biodiversity"? The result were:

- 67% were familiar with the term (25% very familiar; 42% familiar)
- 33% had never heard of or were unsure of the term (24% heard of but unsure what it is; 9% never heard of it)

The survey identified there could be a language barrier to understanding the term biodiversity. Additionally, almost three quarters (72%) of Calgarians under 35 are familiar with the term versus 63% of Calgarians that are 35 years or older. Eighty-five per cent of students are familiar with the term biodiversity.

Stakeholder Engagement, Research and Communication

Through its Terms of Reference, the specific responsibilities of the Committee include advising Council on integrating biodiversity objectives into policies and programs as part of The City's operations, citizen outreach, and community development. It is also mandated to collaborate with researchers and institutions to advance innovation in conserving Calgary's biodiversity, as well as ensuring appropriate City of Calgary staff, Council, communities and local businesses have access to information to advance actions supported by the biodiversity strategic plan and The Durban Commitment: Local Governments for Biodiversity.

Strategic Alignment

The Committee is mandated through its Terms of Reference to provide Council and Administration with strategic advice on the Council-adopted biodiversity policy. The Committee's work is aligned with One Calgary and fits within the *Healthy and Green City* Citizen Priority. Committee work also aligns with the BiodiverCity Strategic Plan.

Social, Environmental, Economic (External)

The mandate of the Committee encompasses acting on the biodiversity strategic plan, which contains four principles that capture the social, environmental and economic accounting objectives expressed by Council. Biodiversity conservation contributes to a collective sense of history and improving social inclusion for citizens. Conserving lands provides recreational

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opportunities for Calgarians, as well as contributing to environmental and human health. These areas also add important sites to Calgary's park system, which economically benefits The City through desirable neighbourhoods.

Financial Capacity

Current and Future Operating Budget:

The Committee's draft work plan does not impact current or future operating budgets.

Current and Future Capital Budget:

The Committee's draft work plan does not impact current or future capital budgets.

Risk Assessment

Risk is mitigated through the Committee's mandate to act on the Council-adopted 10-year biodiversity strategic plan. Risk is further mitigated by open and transparent dialogue between public and staff Committee members and the plan for members to have outreach sessions with City business units.

REASON(S) FOR RECOMMENDATION(S):

The BiodiverCity Advisory Committee reports to the SPC on Community and Protective Services, and provides an annual progress report. This report outlines the Committee's 2018 work.

ATTACHMENT(S)

1. Attachment 1 – 2018 BiodiverCity Advisory Committee work plan
2. Attachment 2 – BiodiverCity Advisory Committee – Overview of Activities and Outcomes

2018 BiodiverCity Advisory Committee Work Plan

#	Project / Initiative / Activity	Biodiversity Program Area	Biodiversity Program	Start Date	End Date	Notes (update, September 19)
	Review BiodiverCity Action Program	(all)	(all)	Q1	Q1	Completed
	Review BAC corresponding documents	(all)	(all)	Q2	Q4	Forthcoming
	Review Urban Wildlife Management Matters, a 2017 City of Calgary Parks current state report	Ecological planning	Conservation mechanisms	Q1	Q1	Completed
	Review sub-committee reporting, roles and responsibilities	NA	NA	Q1	Q1	Sub-committee work determined to be ad hoc, issues based.
	Youth science fair, support and award	Ecological literacy	Stewardship	Q2	Q2	Awards given; second year. Well-received by CYSFS and youth recepients. Task: produce report of event for SPC report.
	Develop communication strategy	Ecological literacy	Staff awareness	Q2	Q3	Discussion led to members meeting with members of Council. Strategy under development; some tactics have been pursued (e.g., meetings with Council members).
	Site visit, Calgary's representative habitats and report	Ecological literacy	Stewardship	Q2	Q3	Site visits: Confederation Creek through Dr. Hlimi; soil survey in Bearspaw (with Dr. Matthew); Inglewood as part of work planning; Weaselhead, conservation sub-committee meeting; Bearspaw BAC site visit.
	Annual report to SPC CPS	Ecological literacy	Staff awareness	Q3	Q3	Forthcoming
	Review Soils Handling document	Ecological resilience	Habitat restoration	Q2	Q3	Reviewed
	Review IPM plan/policy	Ecological resilience	Invasive species management	Q3	Q3	Forthcoming November
	Develop work plan for 2019	NA	NA	Q4	Q1 (2019)	Forthcoming December/January
	Review on ad hoc basis Calgary Parks, Urban Conservation documents	(all)	(all)	Q1	Q4	Ongoing
	SME presentations to BAC	Ecological literacy	Public awareness	Q1	Q4	Finalized at year end

BiodiverCity Advisory Committee – Overview of Activities and Outcomes

The following work is presented as ordered by the BiodiverCity Advisory Committee's 2018 work plan and has been carried out from 2017 Q3 to 2018 Q4. Major categories of work have been summarized. As work plans cannot foresee all arising issues, the summaries are not necessarily aligned with the work plan as presented. When items have been moved, it has been noted. Additionally, if a policy item went to Committee on two dates, the latter period is used.

2017 Quarters 3 and 4

Environmental Policy

Jason Proche, Environmental & Safety Management (ESM), presented The City's current Environmental Policy, which guides how The City is committed to achieving community environmental sustainability. Currently the policy does not address biodiversity conservation. Additionally, Jason explained how City business units adhere to ISO14001 but it is not a corporate-wide program. ESM is exploring how to ensure that all relevant business units follow ISO14001.

- *Outcome:* the Committee recognized that if The City's Environmental Policy is being revisited, there lies a good opportunity for it to speak to biodiversity conservation.

Habitat Restoration Program

Tim Walls, Calgary Parks, presented The City's Habitat Restoration Program. Restoration is understood as the recovery of a degraded habitat to initiate its succession to a reference habitat of greater biodiversity. The Committee asked how projects are prioritized and whether they address specific habitat type targets. The Committee discussed challenges and opportunities regarding project selection and prioritization.

- *Outcome:* the Committee gained a more robust understanding of restoration, which pertains to the BiodiverCity Strategic Plan's target to restore 20% of Calgary's open space.

Walk 21 Conference

Walk21 is the international organisation supporting and promoting walking. It hosts an annual international conference that seeks to encourage and support walking as a part of daily transport, recreation and health through effective policies, programmes and planning. Committee members Meaghan Brierley and Polly Knowlton Cockett presented, "Urban Biodiversity as Strategy for Walkability."

They presented that a plan for biodiversity is a plan for walkability. Habitat connectivity considers the movement of flora and fauna across landscapes; that scale is the human movement scale. The ability to move represents a level of physical health, and a broader ecological implication of biodiversity. As a core component of strong, cohesive, and inclusive communities, we need biodiversity to be personally and socially healthy. Urban biodiversity can thus be intimately connected to walkability.

- *Outcome:* municipalities dedicated to enhanced walking experiences should consider a biodiversity policy as contributing to "enriched" walkability, along with economic, social, health, and cultural benefits of a biodiverse walking experience. The Committee will investigate how to draw connections between The City's Pedestrian Strategy and its BiodiverCity Policy.

2018 Quarter 1
BiodiverCity Action Plan review
The BiodiverCity Action Program plan provides a structure for work planning to meet the commitment of The City of Calgary's BiodiverCity Strategic Plan. It outlines how The City is to achieve biodiversity conservation outcomes through the execution of biodiversity programs and initiatives. It establishes program targets, work plans, decision-making tools, and a method to monitor implementation progress using indicators. The Committee noted that targets are required for many programs of work and asked how integrated the work of the Riparian Action Program and the BiodiverCity Action Plan (BAP) are.

- *Outcome:* the Committee recognized an opportunity to align its work plan with the BAP program areas and did so for 2018.

Urban wildlife management report
The Committee was provided with the opportunity to review and provide final feedback on The City's *Urban Wildlife Management Matters, a 2017 City of Calgary Parks current state report*. The document provides a summary of The City's current management issues under provincial and federal wildlife legislation, which includes jurisdiction, management opportunities and engagement with stakeholders. Administration is anticipating sharing its wildlife management work with Council in 2019.

- *Outcome:* the Committee was supportive of the reports content and direction; it connected the management aspects of wildlife with habitat conservation and thus supported the broader efforts of biodiversity conservation.

Presentations to The Committee (throughout year)
Ken Richardson, Creative Services, City of Calgary
Communications
Ken provided an overview of Creative Services, their function and the services they provide. He discussed the tools The City uses to communicate to Calgarians. He helped the Committee identify barriers and how best to target communications.

- *Outcome:* provided guidance on how the Committee can be more strategic in its communications with Council, Administration and Calgarians.

Suzanna Niederer, Environmental & Safety Management, City of Calgary
Climate Change
Suzanna discussed climate trends for Calgary and provided an overview of emission reduction targets established by The City. She presented The City's climate risk profile and discussed the mitigation and adaptation work being done by The City to build a climate resilient city.

- *Outcome:* the Committee was able to have a better understanding of the connection between biodiversity and climate change as it relates to The City's work.

Norma Posada, Water Resources, City of Calgary
Riparian Action Plan
Norma discussed the 2013 riparian strategy now being implemented. Its goals are to protect water supply; use water wisely; keep rivers healthy; and to build resilience to flooding with the outcome of minimizing loss of riparian areas.

- *Outcome:* the Committee gained a better understanding of the interconnection of land use planning, education and outreach, and riparian restoration in support of biodiversity.

George Roman, Water Resources, City of Calgary
Bioengineering Demonstration and Education Project
George provide an overview of bioengineering, which incorporates plant materials in combination with natural and synthetic support materials for slope stabilization, erosion reduction, and vegetation establishment. The objective of the work is to stabilize subject banks, control erosion, create/restore fish habitat, link open spaces for wildlife corridor, and improve aesthetics.

- *Outcome:* demonstrated for the Committee innovative "green" infrastructure and The City's commitment for public engagement to advance awareness and ecological literacy.

John Slaney, Water Resources, City of Calgary
Fish Habitat Compensation Plan
John provided a history of how Calgary developed on a floodplain and the resulting impact to fish habitat. With the loss of side channels, gravel mining in the watershed, and instream structures encourage sedimentation in Calgary's rivers, as well as other impacts which leads to a less complex habitat for fish and thus impact to biodiversity. The City's fish habitat compensation strategy aims to enable restoration along the river in support of spawning habitat for brown trout.

- *Outcome:* the Committee received valuable information on another City program aiming to restore biodiversity in Calgary.

Mia Rushton and Eric Moschopedis, Artists
Mia and Eric are an artist team from Calgary. They presented on how they use art to draw awareness to environmental changes brought about by humankind. Their work addresses urban and rural ecology, social relationships involving the environment, and place-based knowledge production.

- *Outcome:* the Committee was provided with insight how art is another vehicle to raise aware of biodiversity and how Calgarians can link their everyday lives to biodiversity.

Julie Guimond, Calgary Parks, City of Calgary
Environmental Education
Julie discussed her portfolio's work in helping people understand and care for Calgary's natural and cultural environment. Her portfolio of work includes programs; experiences; volunteering opportunities and partnerships, which aim to support awareness and knowledge of Calgary's environments. For example, school-programs and day camps are aimed at students to provide the opportunity to slow down, look deeply and connect with their natural surroundings.

- *Outcome:* the Committee learned how nature-based cultural/historical programming underpin ecological literary in support of biodiversity.

2018 Quarter 2
Calgary Youth Science Fair
The Calgary Youth Science Fair is an annual event held for Calgary students with research interests in science, technology, engineering and mathematics. Since 2017, The Committee has

been supporting the event through Biodiversity Awards for three age categories for projects related to ecological literacy, resilience, or collaboration. The three recipients were:

Award type	Student name	Presentation title
Senior	Sophia Lin	Extracting Potassium from Seawater for Fertilizer
Intermediate	Jaiden Sahota	Neem Oil: A Natural Bug Repellent
Junior/Elementary	Sonia Khromova	The Wood Wide Web

- *Outcome:* the Committee continued to advance its mandate of increasing biodiversity awareness.

Review The Committee's Terms of Reference
The Committee was invited to review its Terms of Reference (ToR) by the Governance and Policy Coordinator of the City Clerk's Office.

- *Outcome:* after reviewing and discussing the ToR, the Committee decided they are appropriate but will identify issues as they arise and propose recommended changes as needed.

Communication strategy; councillor meetings
The committee requested and held meetings with members of Council. The intent of the meetings was to gain insight on councillor's and their constituent's needs for biodiversity. The objective was for the Committee to better understand what is required to support biodiversity awareness and conservation to inform future actions in the Committee's work plan.

Seven meetings were held; two were cancelled and four requests were not responded to. The Committee will be following-up with those Councillor offices in 2019. One councillor confirmed unavailability for a meeting.

- *Outcome:* The Committee recognised that it should continue a dialogue with members to Council to best understand how it could assist in building awareness and understanding some of the issues pertaining to biodiversity. Councillors provided key actions for Committee members to consider, which informed future work.

Sites visits
Since its inception, The Committee has been visiting Calgary's representative habitats:
  o Confederation Creek Valley, guided by Dr. Hlimi
  o Bearspaw Natural soil survey, with Dr. Swallow
  o Inglewood Bird Sanctuary, as part of work planning

- *Outcome:* valuable opportunities for members to increase awareness of the diversity of Calgary's ecosystems.

2018 Quarter 3
Integrated Pest Management Plan review
Moved to Q4

Calgary Foundation Vital Signs report
The Calgary Foundation produces an annual Vital Signs report on the qualities of life important to Calgarians. The Committee worked with the Foundation to add a biodiversity measure to this

report. As a component of the Environment section, a question on biodiversity was added: Are you familiar with the term "biodiversity." The result were:
- o 67% were familiar with the term (25% very familiar; 42% familiar)
- o 33% have never heard of or are unsure of the term (24% head of but unsure what it is; 9% never heard of it)

The survey identified there could be a language barrier to understanding the term biodiversity. Additionally, three quarters (72%) of Calgarians under 35 are familiar with the term versus 63% of Calgarians that are 35 years or older. 85% of students are familiar with the term biodiversity.

2018 Quarter 4
Committee recruitment
In September, The Committee received applications for candidates as part of the annual recruitment campaign for committees of Council. Five members of the public had their terms expiring in October 2018

- *Outcome:* The five members whose membership was expiring, were renewed. One member who had stepped down was replaced as part of the recruitment campaign. One Administration member was replaced with a member representing the same business unit. At the time of authoring this report, two other Administration members are stepping down with the aim to be replaced by representatives in Utilities and Environmental Protection and Planning and Development.

City policies documents review (throughout year)
Integrated Pest Management Plan
The current *Integrated Pest Management Plan* (1998) sets out the principles that govern pest management decision making throughout the corporation of The City of Calgary. The plan and policy are currently being revised by Administration. At the time of preparing this report, The Committee had not begun its review of the Integrated Pest Management plan revision.

Soils Handling Recommendations: best practices to improve restoration work document
The *Soils Handling* document provides soil handling recommendations to increase the effectiveness of restoration plans in support of the *Biodiversity Policy*'s requirement to restore 20% of Calgary's open space.

- *Outcome:* Committee member Dr. Mathew Swallow is a soils scientist and provided expert feedback on the document.

20% restoration target (throughout year)
One of the three performance measures identified in the BiodiverCity Strategic Plan is to restore 20 percent of Calgary's current open space to increase biodiversity. Habitat restoration is a type of land management activity intending to recover a degraded habitat to initiate or accelerate its succession towards a habitat with increased biodiversity such as replacing turf grass with native grasses and wildflowers. Restoration is considered cost-effective recognizing that the initial cost to restore land will be recouped via decreased ongoing management costs.

- *Outcome:* the Committee sees great importance in this target and desires to ensure The City provides adequate budget and resourcing for it to succeed.

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Green Line City Shaping Update

EXECUTIVE SUMMARY

This report provides an overview of City Shaping within the Green Line Project (Attachment 1), an update on work undertaken since the approval of the City Shaping Framework (the Framework) in 2017 June, and a look ahead to future work as identified in the City Shaping Implementation Strategy (the Strategy). The Strategy was completed as per 2017 June Council direction and an overview of the Strategy is included as Attachment 2.

City Shaping forms Layer 4 of the Green Line Project. Within this layer, Administration has developed a City Shaping Implementation Strategy with three main work streams: *Project Input*, *Community Support*, and *Community Enhancement Projects*. The work streams were developed through internal engagement, senior leadership oversight and using direction laid out in the Framework. The initial phase of the City Shaping Implementation Strategy is focused on keeping pace with the Green Line project execution and construction timelines and advancing the goals outlined in the Framework. Alignment from early project stages is vital in order to reduce costly retrofits, provide meaningful design input, promote a forum for enhanced transit experiences, and leverage the investment in the Green Line through building partnerships.

Work in two of the three work streams will be captured within the Green Line Project and current funding envelope:

1. *Project Input*: Infrastructure design, station integration and contract document influence
2. *Community Support*: Foster and build partnerships to leverage initial funding commitments, and pilot programming and activation at existing transit stations

The third work stream will form part of a funding request for planning, feasibility and implementation dollars in the next business cycle 2023-2026:

3. *Community Enhancement Projects*: Identification of infrastructure, programs and services needed to support communities along the Green Line

City Shaping work remains a priority and an integrated, people-focused approach will ensure a transit system that enhances the daily lives of Calgarians. Early investment in City Shaping will benefit citizens who use transit and live in the city for generations to come.

ADMINISTRATION RECOMMENDATION:

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

1. Direct Administration to provide status updates on City Shaping project inputs through Transportation and Transit Committee as part of the regular Green Line updates.
2. Direct Administration to report back through Transportation and Transit Committee no later than 2022 Q3 with an update and resource ask for the Community Enhancement Projects portions of Green Line City Shaping work.
3. Direct Administration to bring this report forward to the 2018 December 17 meeting of Council along with the associated report from the SPC on Transportation and Transit (TT2018-1335).

PREVIOUS COUNCIL DIRECTION / POLICY

In 2017 April (CPS2017-0270), City Shaping was defined as the fourth layer of the Green Line, as an approach to achieve outcomes linked by transit with a focus on people, places and

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Green Line City Shaping Update

programs. This fourth layer of the Green Line was part of the holistic planning approach developed by Administration and approved by Council to deliver on the long-term vision of the Green Line. On 2017 June 26 (CPS2017-0469), Council approved the approach of the City Shaping Framework and directed Administration to report back through the SPC on Community and Protective Services no later than 2018 Q2 with a City Shaping Strategic Implementation Plan that delivers City Shaping priorities and resource needs for the 2019-2022 budget cycle. In 2018 Q2 a deferral report was approved due to new Green Line leadership and the project execution plan underway. City Shaping has been reported on in quarterly reports to Council including: 2016 March (TT2016-0220), 2016 June (TT2016-0483), 2016 September (TT2016-0705), 2016 December (TT2016-0927), and 2018 March (TT2018-0145).

BACKGROUND

The significant investment in the Green Line is recognized as a prime opportunity to enhance the quality of life for Calgarians. The long-term vision of the Green Line was approved by Council and funding for the construction of Stage 1 has been committed from all three levels of government. Approved in 2017 June, the City Shaping Framework was part of a long-term vision for a holistic approach to improving communities connected by transit, with a focus on people, places and programs. Attachment 1 provides an overview of the Framework.

In 2017June, Council directed Administration to complete a City Shaping Implementation Strategy and that work has been undertaken with an overview in Attachment 2. The City Shaping work continues to be a collaborative endeavor between Transportation, Community Services and Planning and Development. As the Green Line Project moves forward with the first stage of construction, the implementation of City Shaping goals and strategies will be an important component of the workplan and project execution to ensure delivery of the outcomes in the long-term vision. Purposeful and intentional investment in the social fabric of the Green Line Project has the potential to strengthen people's connection to one another, their community, transit and their City.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

City Shaping initiatives carried out between 2017 Q3 to 2018 Q4 have been guided by the Implementation Strategy and are focused on three main streams of work:

1. *Project Input* involves informing the infrastructure design, station integration and contract documents with a people first approach.

The first work stream is currently resourced and City Shaping will continue to influence the infrastructure design, station integration and contract documents. Infrastructure requirements need to consider people and their day to day practices, ideally enhancing their daily experience, as well as future proofing of stations and station plazas as the needs of citizens evolve. This includes consideration of design elements such as public amenities, wayfinding tools, enhanced landscaping, utilizing gender based analysis plus (GBA+), etc. with the goal of programming transit plazas, hosting festivals and events, increased seasonal use of the spaces, and use of the space by community and businesses. Improvements for people in city spaces, including transit spaces is about good design. Good design is not only about aesthetic improvements, it is about improved quality of life, economic growth, and equity. Work in this stream will also focus on defining metrics to measure the City Shaping success on opening day and into the future.

Green Line City Shaping Update

In collaboration with Calgary Transit, City Shaping is finalizing a Green Line Event Framework. The primary focus is to provide a guide for Calgary Transit on how to facilitate non-transit activity or events (community, City or other interested party) within the various Green Line station areas. Project Input also involves continued collaboration with Community Planning on the Green Line Area Redevelopment Plans and the City-Wide TOD Strategy. With the goal of supporting community growth and City investments, work has been done to ensure policy development and land use for Transit Oriented Development (TOD**)** sites are aligned with City Shaping outcomes.

2. ***Community Support*** is focused on people's experience on transit as well as community integration with the station areas.

Community Support is the second stream of funded work. It will focus on fostering and building partnerships and programming and activation of transit plazas in existing stations ahead of Green Line construction.   It is important to promote transit spaces as publicly accessible spaces and create positive transit experiences early on in order to build buy in from communities and transit users. Progress in this work stream has been made by leveraging resources within The City and by collaborating with cross-corporate teams. Leveraging current funding commitments within the project envelope in order to realize City Shaping goals is an opportunity that requires meaningful consideration. A comprehensive strategy for partner outreach will be developed to guide City partners and other organizations to investigate alternative funding sources. Drawing on the capacity and expertise of other partners will allow City Shaping initiatives and design elements to be realized at the design stage and will minimize the financial risk of change orders to the Green Line contract.

In 2018 April, two events were held at the Westbrook LRT Station, in collaboration with Calgary Transit, and in 2018 July one event was held at the Sunalta Station, in collaboration with Urban Strategies and the University of Calgary. The first event saw the Nirvana Academy of Violin transform Westbrook Station into a music hall on a Saturday morning. The second event was a two-day Trunk Show (citizen-led market collective). The third event was a pop up lab for the month of July, which featured large scale passive infrastructure, called Furbaniture.

Another recent partnership between the City Shaping team and Design Talks (d.talks) has resulted in an international ideas competition focused on movement, mobility and the human connection to place. 2019 Q1 will mark the completion of the ideas competition and is an opportunity to highlight The City and the Green Line on the international stage.

Work over the next four years will be focused on how best to program and activate transit plaza space, including researching best practices, pursuing additional pilot projects on our existing LRT lines to apply lessons learned to Green Line, and utilizing a community-based approach in the development of placemaking and programming along the Green Line.

3. ***Community Enhancement Projects*** will involve the identification of infrastructure, programs and services needed to support communities along the Green Line.

Community Enhancement Projects is the third stream of work and comprises the portion of City Shaping work to be largely carried out in the next business cycle. These enhancements will include supporting physical infrastructure, programs, and services in the communities along the Green Line. These unfunded portions of City Shaping work are still a priority and it is critical that these items be funded at the right time within the broader Green Line Project timeline. A funding request for planning, feasibility and implementation dollars will come forward in the next business cycle (2023-2026).

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Green Line City Shaping Update

The focus of work in this area has been on linking Community Services projects and defining opportunities for programming and service delivery along the Green Line. By examining the effect of mass transit on how community services can be planned, delivered and evaluated, City Shaping will help direct future investment strategically to where it is needed most. An example of this work is Administration's coordination and collaboration with Calgary Housing to deliver the equitable and inclusive strategies that are contained within the City Shaping Framework. Calgary Housing has committed to a 10-year Affordable Housing Capital Development Plan with three priority station areas along the Green Line: 16/28 Avenue N, Inglewood/Ramsay, and Ogden. Calgary Housing aims to support the creation of 252 homes by 2026 within the three priority areas.

Looking Ahead

City Shaping work continues as part of the overall Green Line Project. However due to recent changes to the Green Line senior leadership team, the current structure and refinement of the overall project execution plan has not been finalized, and this affects the integration of City Shaping work, including how to ensure appropriate staff and resources are in place to deliver on the City Shaping goals and strategies from the Framework.

Over the next four years, City Shaping work will be focused on keeping pace with the overall Green Line project execution and construction timeline. Work in the first two of the three work streams will focus on the implementation of City Shaping goals and strategies into the design and contract documents, leveraging partnerships and exploring alternative funding such as grants. The foundation of the work will be approached from a people first perspective and by applying the guiding principles from the Framework. For the third work stream, Administration recommends a future resource ask in 2022 Q3.

Stakeholder Engagement, Research and Communication

The work to date and development of the Strategy and work streams has been based on internal engagement. City Shaping reflects a collaborative and coordinated approach working closely with Community Services, Planning and Development and Transportation departments. Citizen and stakeholder collaboration and engagement was undertaken in 2018 Q2 and Q3 as part of the placemaking pilot projects to activate the public space in transit plazas. Building partnerships is critical to the success of the City Shaping approach. Community Services through the City Shaping team will continue to collaborate with citizens, various City departments, Civic Partners, and external stakeholders in order to leverage the Green Line investments to benefit Calgarians.

Strategic Alignment

The City Shaping approach provides an opportunity to realize goals within imagineCALGARY, the Municipal Development Plan (MDP), Calgary Transportation Plan (CTP), the 2020 Sustainability Direction and One Calgary priorities. In particular, Goal 2.2 of the MDP states: *Direct future growth of the city in a way that fosters a more compact efficient use of land, creates complete communities, allows for greater mobility choices and enhances vitality and character in local neighbourhoods.*

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Green Line City Shaping Update

Social, Environmental, Economic (External)

Social
City Shaping speaks directly to improving the social fabric of Calgary along the Green Line. Reducing barriers for vulnerable populations, and providing affordable housing, parks, recreation and public services are key components. Transit is key to these outcomes as it provides a reliable and affordable service connecting Calgarians and supporting their needs. Further, City Shaping will build opportunities for physical activity, and exposure to arts, culture, and heritage in communities along the Green Line.

Environmental
City Shaping will aim to preserve and highlight natural environments along the Green Line. These spaces can help protect and strengthen biodiversity, expand the urban forest and ensure connectivity to the parks system. City Shaping in collaboration with Calgary Parks is looking to "Green the Green Line", through the provision of additional trees at station areas and along the LRT corridor. Aligning this with the MDP target of 16% urban tree canopy city-wide, the Green Line presents an opportunity to help meet this initiative with the benefits of cleaner air, and a more pleasant and comfortable experience for citizens on the train and at station areas.

Economic
The Green Line is a significant investment in Calgary's future neighbourhood hubs with a mix of vibrant spaces, employment centres, service providers, and recreation and park amenities, to attract and retain new businesses. Also, vibrant spaces can attract events and tourists, further contributing to the Calgary economy while strengthening the cultural fabric.

Financial Capacity

Current and Future Operating Budget:
There are no operating budget implications associated with this report.

Current and Future Capital Budget:
There are no capital budget implications associated with this report.

Risk Assessment

The ability to leverage the investment in the Green Line LRT was based on the four layer approach. The City Shaping work needs to remain a priority and keep pace with the Project. City Shaping work streams need to be integrated at early stages, consistently resourced, and carried out in conjunction with the construction of the Green Line. Completing City Shaping work retroactively will result in increased capital costs, lost opportunities, and scope change within the contract document.

REASON(S) FOR RECOMMENDATION(S):

Green Line City Shaping is a critical layer and implementation of this work will better position The City to enable and support citizens and communities around the Green Line. City Shaping work must be focused on keeping pace with the Green Line project execution and construction timelines. The Implementation Strategy will continue to advance City Shaping as part of the next four year cycle, and work streams have been developed with a focus on delivering the City Shaping goals and strategies to enable investments in the social, cultural, environmental and economic context of communities.

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Green Line City Shaping Update

ATTACHMENT(S)

1. Attachment 1 – Overview of the City Shaping Framework
2. Attachment 2 – Overview of the City Shaping Implementation Strategy

Overview of the City Shaping Framework

City Shaping Framework – Foundation and Direction

The Green Line will be a transit service that improves the mobility choices for Calgarians, connecting people and places, and **enhancing the quality of life in the city**.

Identified as Layer 4 of the Green Line LRT Project, City Shaping is about investing in people, places and programs along a reliable transportation network. It is defined as a key component to transform communities along the Green Line.

**Green Line LRT
City Shaping Framework**
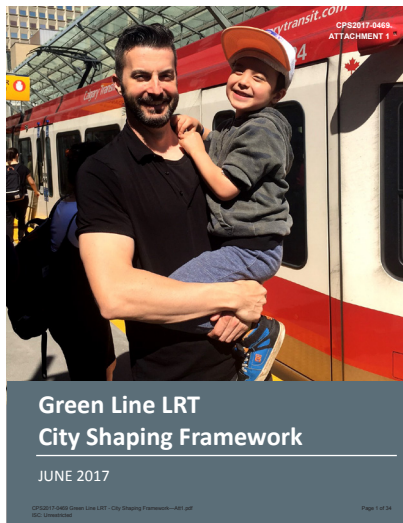
JUNE 2017

1. Defined four Quality of Life Indicators to improve social well-being

2. Defined goals for each Quality of Life Indicator

3. Defined strategies and actions to achieve goals through City Shaping

*Approved by Council in June 2017 as part of the long-term vision for Green Line.

Benefits of investing in City Shaping:

- Ensure that the Green Line and adjacent communities are Equitable and Inclusive.

- Activate Vibrant and Thriving communities to encourage investment in the City.

- Provide Healthy and Active options for citizens in transportation and recreation.

- Create Safe and Resilient spaces to provide comfort and increase ridership, for all hours of the day and all seasons of the year.

- Capitalize on opportunities to improve the quality of life of Calgarians and avoid costly retrofits.

City Shaping Framework – Quality of Life Indicators

The Framework presented goals, strategies and potential actions under each of the four Quality of Life Indicators. It has been the basis for the work done to date and is the basis from which the implementation strategy has been developed. An example strategy and action has been included for each indicator. An exhaustive list of actions is not included here, a more comprehensive list can be found in the full City Shaping Framework document.

Example Strategy:
Reduce physical, social and economic barriers to enhance access to jobs, education, community programs, services and facilities.

Example Action:
Customize area amenities through the infrastructure design and contract documents. Use a Gender-Based Analysis Plus (GBA+) lens to fit the area demographics and community needs.

Example Strategy:
Enhance access to a full range of health, parks, culture and recreation services, infrastructure and facilities.

Example Action:
Identify locations for recreational rentals such as e-bikes that capitalize on existing natural amenities, mixed use pathways and bikeways.

Equitable & Inclusive

Goal:
Have affordable access to housing, transit, social and community services increasing prosperity and vitality.

Healthy & Active

Goal:
People are physically active, have good mental health, and live near quality natural environments.

Vibrant & Thriving

Goal:
Access to cultural destinations, local spaces that foster cultural activities, and a connection to Calgary's heritage.

Safe & Resilient

Goal:
People living in communities along the Green Line feel prepared, safe and protected.

Example Strategy:
Ensure the community spaces near Green Line stations are designed to strengthen sense of place and encourage social, cultural and recreational activities.

Example Strategy:
Promote and maintain safe and healthy behaviours that support effective emergency responses, and provide education on prevention and protection.

Example Action:
Incorporate enhanced wayfinding, infrastructure, and interactive art that engages the community.

Example Action:
Utilize "Crime Prevention through Environmental Design" (CPTED) best practices and activate public spaces through programs to increase the number of eyes on the station.

Overview of the City Shaping Implementation Strategy
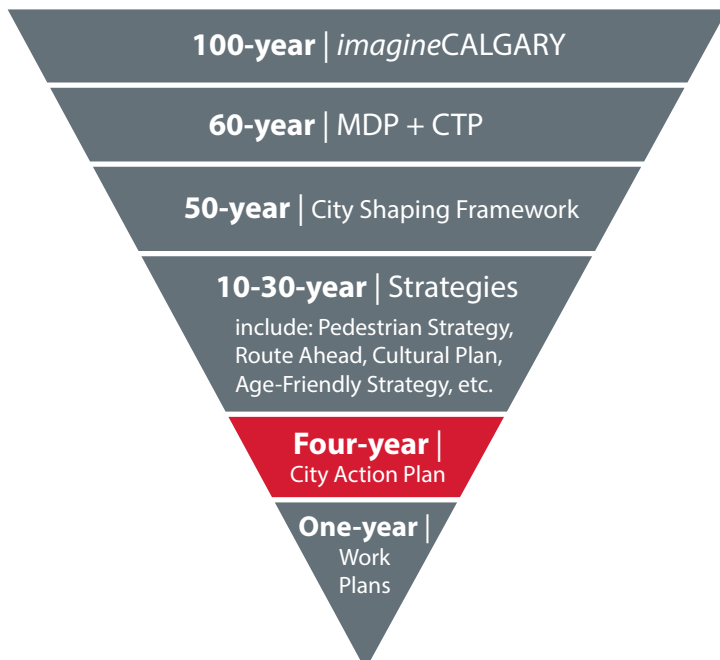
City Shaping Implementation Strategy

Implementation Strategy

The City Shaping Implementation Strategy has been developed following the approval of the City Shaping Framework in 2017 June (CPS2017-0469), with a focus on improving the social well-being of the communities along the Green Line. As a long-term project, the realization of the social, economic, environmental and cultural benefits of City Shaping will take time. Implementation must be strategically phased to encourage the advancement of social resilience on opening day and into the future.

Looking Ahead

The City Shaping Implementation Strategy and the three work streams were developed through internal engagement, senior leadership oversight and using direction laid out in the Framework. The initial phase of the Implementation Strategy is focused on keeping pace with the Green Line project execution and construction timelines and advancing the goals outlined in the Framework in the 2019-2022 budget cycle. City Shaping work, in two of the three work streams will be captured within the Green Line Project and current funding envelope.

100-year | *imagine*CALGARY

60-year | MDP + CTP

50-year | City Shaping Framework

10-30-year | Strategies
include: Pedestrian Strategy, Route Ahead, Cultural Plan, Age-Friendly Strategy, etc.

Four-year |
City Action Plan

One-year |
Work
Plans

Project Input (resourced within the Green Line)

- City Shaping will continue to influence the infrastructure design, station integration and contract documents. Work will also focus on defining metrics to measure the City Shaping success opening day and into the future.

Community Support (resourced within the Green Line)

- Community support is focused on people's experience on transit as well as community integration with the station areas. This stream of work will focus on fostering and building partnerships and programming and activation of transit plazas in existing stations ahead of Green Line construction.

Community Enhancement Projects

- This stream of work comprises the portion of City Shaping work to be largely carried out in the next business cycle (2023-2026). These enhancements will include the supporting physical infrastructure, programs and services in the communities along the Green Line.
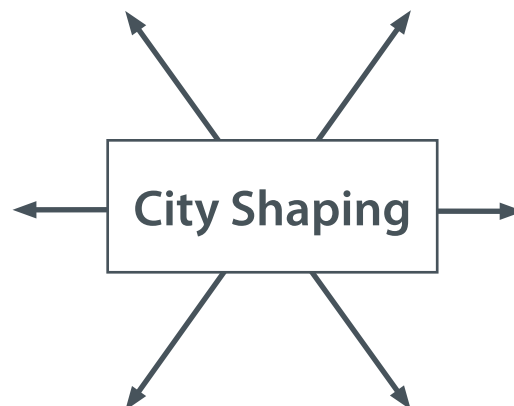
Why invest in City Shaping right now?

1. **Align with early project stages to reduce costly retrofits.**

2. **Provide meaningful design input that promote a forum for enhanced transit experiences; connecting people, places, and programs.**

3. **Build partnerships that can leverage the investment of Green Line.**

Summary of Work to Date

City Shaping work to date influences the Green Line in three impactful ways:

1. **Project Input**: Informing the infrastructure design station integration and contract documents with a citizen focused approach.

2. **Community Support:** Fostering and building partnerships to leverage initial funding commitments, programming and activation of transit stations.

3. **Community Enhancement Projects:** Identifying infrastructure, programs and services needed to support communities along the Green Line.

Parks

Calgary Transit

Green Line

City Shaping

Affordable Housing

Urban Strategy + Liveable Streets + Arts & Culture

Planning

Project Input

Parks

"Greening the Green Line" is a collaborative initiative to commit to planting a greater number of trees along the Green Line to achieve the stated goal of a 16% increase to the tree canopy in Calgary.

Calgary Transit

Utilized public engagement to gather comments from the community on experiences at transit plazas. Developing a Green Line Event Framework in collaboration with Calgary Transit that prioritizes stations and determines appropriate ways to activate those spaces.

Green Line

Infrastructure Design and Contract Documents will include but are not limited to City Shaping elements such as public amenities, good wayfinding, and infrastructure that facilitates community programming at stations.

Affordable Housing

Calgary Housing has committed to a 10-year Affordable Housing Green Line Capital Development Plan with three priority station areas along the Green Line, creating 252 homes by 2026.
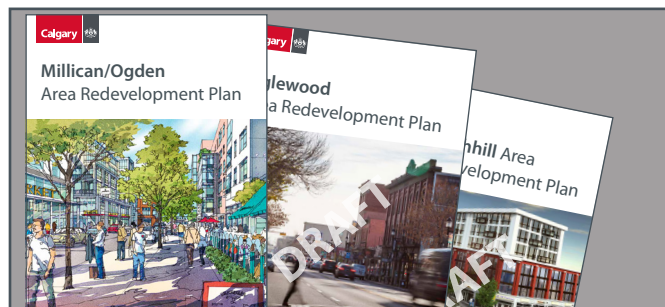
Planning

Reviewed and provided input for Area Redevelopment Plans and other planning policies that affect Green Line communities, including the TOD City Wide Strategy.

Urban Strategy, Liveable Streets, Arts and Culture

Work has been done on the current LRT network to explore community programming in station areas. The data collected has been analyzed to help make decisions as part of Green Line design.

Community Support

Placemaking is about shaping public spaces and strengthening the connection between people and places. It is about physical, cultural and social identities of a community. In 2018 Q1, The City Shaping team gathered information from the public on their experience at existing station plazas. 2018 Q2 and Q3 Pilot projects in collaboration with internal and external stakeholders were held to activate the public spaces in transit plazas and measure activity in those spaces.

November 2017
Cross-corporate working team gathered to discuss placemaking opportunities.

January 2018
Public engagement on placemaking on the Green Line.

February 2018
Development of a data gathering tool for placemaking.

March 2018
Volunteer Citizen Scientists gather baseline data at two LRT stations.

April 2018
Placemaking events held at Westbrook Station in partnership with external stakeholders.

July/August 2018
Placemaking event held at Sunalta Station in partnership with Urban Strategy, Liveable Streets and the University of Calgary.

Into the future
Further exploration of placemaking at LRT stations and collecting data will be supported within the Green Line Project. Opportunities are being explored to collaborate with internal and external partners to continue pilot projects.

Community Enhancement Projects

The focus of the work to date has been on linking Community Services projects and identifying opportunities for infrastructure, programs and services needed to support communities along the Green Line. By examining the effect of mass transit on how community services can be planned, delivered and evaluated, City Shaping will help direct future investment strategically to where it is needed most.
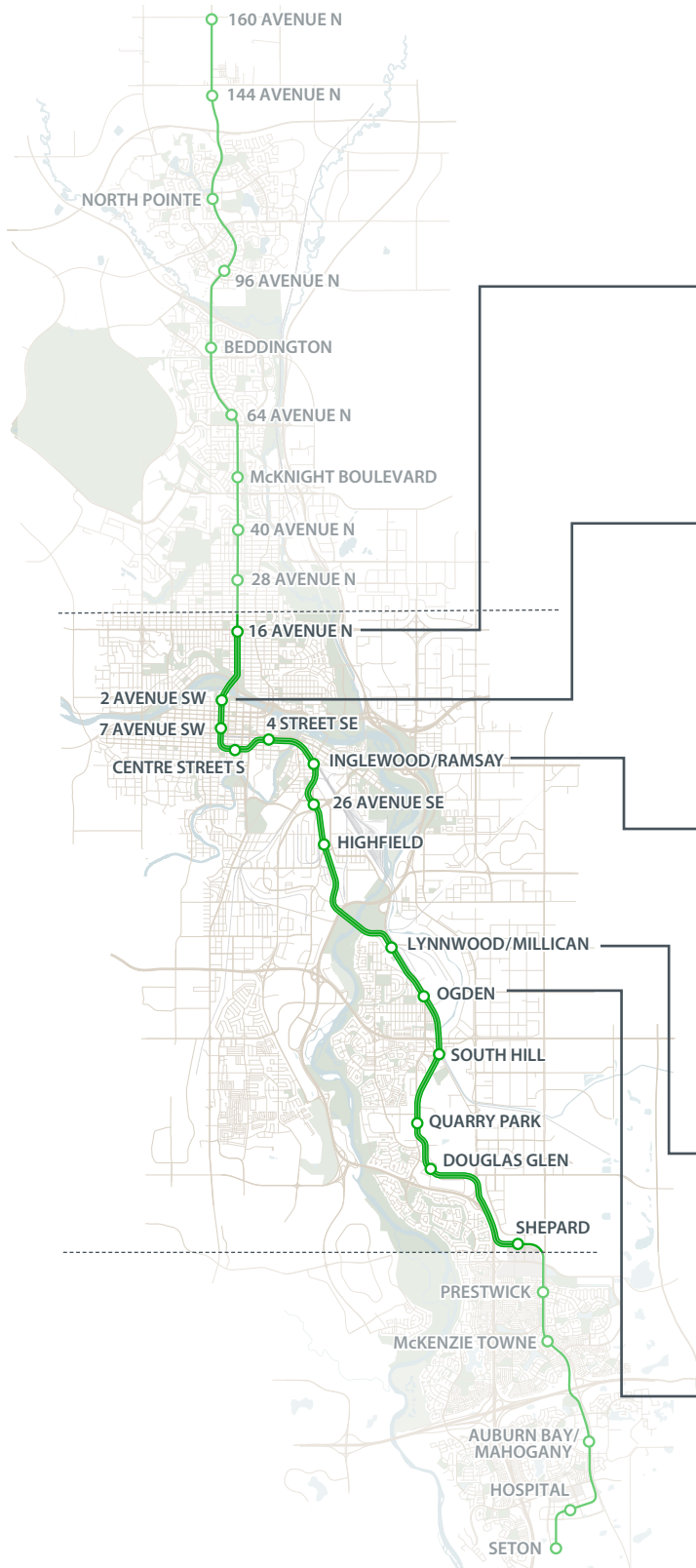
Potential Future City Investments:

Affordable Housing building 180 new units within walking distance.

Equitable & Inclusive

Investment in the Eau Claire Plaza redevelopment.

Development of a Culture Plan for Chinatown.

Healthy & Active
Vibrant & Thriving

Affordable Housing building 28 new units within walking distance.

New fire station slated for construction with a public-facing counter.

Jefferies Park upgrade.

Equitable & Inclusive
Healthy & Active
Safe & Resilient

Potential large festival site.

Pop Davies Green Line alignment and redevelopment.

Healthy & Active
Vibrant & Thriving

Affordable Housing building 44 new units within walking distance.

Equitable & Inclusive

Community Services Report to   **ISC: UNRESTRICTED**
SPC on Community and Protective Services   **CPS2018-1393**
2018 December 05

Community Representation Framework – Final Report

EXECUTIVE SUMMARY

Calgary's rapid growth has transformed it into a city with an increasingly diverse population. This has led to a more vibrant and dynamic cultural landscape across the city, but it also represents one example of a range of new challenges decision-makers face when understanding the needs of Calgarians.

Recognizing this changing environment, Council directed Administration to develop a Community Representation Framework (the Framework) to guide the way a broader range of organized community groups contribute to community-building and representation including The City's supporting processes and practices. Council also directed the formation of the Community Representation Framework Task Force (the Task Force) to provide guidance and advice to help Administration develop the Framework.

Public engagement provided important input as the Task Force informed development of the Framework. In consultation with the Task Force, Administration conducted public engagement from April through June 2018 using online surveys and in-person workshop sessions. More than 4,000 ideas, opinions and insights were collected from representatives of more than 130 organized community groups.

Through facilitated workshops, the Task Force considered this public input and articulated a set of priorities and results that form the basis of the recommended Community Representation Framework (Attachment 1). Five priorities are identified, each with results describing outcomes that will improve community-building and representation processes in Calgary. Public input is clearly reflected in the results.

The Community Representation Framework proposes an approach to achieve the priorities and results starting in 2019:

1) Use community-building projects as local learning opportunities to pilot new practices, processes and collaborations.
2) Establish collaborative stakeholder teams comprised of organized community groups and citizens representing diverse community interests, members of industry and Administration to explore ways to achieve the priorities and results; and

A cross-departmental staff resource team will coordinate the efforts of the local learning opportunities and the collaborative stakeholder teams and ensure information flow between them. Program leadership and accountability for progress will rest with a directors' steering committee that will report back to the Standing Policy Committee (SPC) on Community and Protective Services by the end of 2020 Q1.

Community Services Report to
SPC on Community and Protective Services
2018 December 05

ISC: UNRESTRICTED
CPS2018-1393

Community Representation Framework – Final Report

ADMINISTRATION RECOMMENDATION:

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

1. Approve the Community Representation Framework (Attachment 1);

2. Direct Administration to return to Council through the SPC on Community and Protective Services with a progress report on the implementation of the Community Representation Framework no later than the end of 2020 Q1;

3. Accept this report as a summary of how the Council Innovation Fund has been allocated to help complete the Framework;

4. Thank the Community Representation Framework Task Force members for their hard work and contribution to this program; and

5. Direct Administration to disband the Community Representation Framework Task Force.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 February 26, Council in report CPS2018-0118 directed Administration to:

1. Continue work to establish a new approach to community representation based on the direction of the Community Representation Framework Task Force by engaging with community stakeholders, and
2. Return to Council with a final report on the Community Representation Framework no later than the end of 2018 Q4.

On 2016 June 20, Council in report CPS2016-0393 adopted the following recommendations:

1. Approve the formation of the Community Representation Framework Task Force, and
2. Adopt the Community Representation Framework Task Force Terms of Reference (Attachment 1).

On 2016 February 22, Council directed Administration to report back to the SPC on Community and Protective Services, by no later than 2016 June 01, with a Terms of Reference for a steering committee, an engagement plan, and any implications for the work plan and timeline, with consideration given to the discussion and input provided at the 2016 February 03 meeting of the SPC on Community and Protective Services.

On 2015 November 09, Council referred a Motion Arising from Calgary Planning Commission (CPC):

Planning Commission Recommendation 3 contained in Report CPC2015-182, as follows, be referred to the Administration to develop a scoping study on these matters and to return to the SPC on Community and Protective Services no later than 2016 February 03:

3. Create a working group or similar entity that examines the evolution of community associations and resident's associations over time in an effort to identify appropriate roles as they apply to community-building. For example, do both entities deserve an official voice when weighing in on community plans, land use plans or development permits? In order to be inclusive, this working group should involve representation from City Administration, industry, Federation of Calgary Communities, existing Resident's Associations and perhaps a post-secondary institution to act in a research capacity. There is potential to run such an initiative under the Urban Alliance memorandum of understanding between The City and the University of Calgary.

Community Services Report to   **ISC: UNRESTRICTED**
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Community Representation Framework ‑ Final Report

BACKGROUND

Calgary's rapid growth and diverse population has created a more vibrant and dynamic cultural landscape across the city, but this transformation brings new challenges for decision-makers when it comes to understanding the needs of Calgarians.

In Calgary, community associations have played a central role in community life since the early 1900s. Initially formed to provide programs and services for local residents, the roles of community associations have evolved over time to include serving as representatives of community interests – that is, to speak and act on behalf of community residents. Since the 1980s, The City has worked with community associations as key contacts for planning and development activities, in addition to their role providing local programs and services.

However, just as Calgary's population has become more diverse, the range of organized community groups that serve their needs has also changed over time. Calgarians are members not just of community associations, but also of other types of groups like resident's associations, business improvement areas, senior's groups, sport and recreation groups, cultural and faith-based organizations and service organizations.

This shift has led The City to new ways of thinking about how people's interests are represented in community-building processes (like planning and development, infrastructure and public space improvements and community-led initiatives) and has even changed our understanding of the term 'community'. Beyond a discreet geographic area, a community can also describe a group of people who come together based on a shared cultural identity, social outlook, economic circumstance, or other defining interest or characteristic.

The initial Motion Arising proposed an examination of *"the evolution of community associations and resident's associations over time in an effort to identify appropriate roles as they apply to community-building"*. This included ways these two organizations might utilize municipal reserve land to provide community amenities. However, recognizing the way communities in Calgary are evolving, in June 2016 Council directed Administration to develop a Framework to help guide the way a broader range of organized community groups contribute to community-building and representation.

While the role of community associations and resident's associations in community-building, representation, and opportunities to leverage resources such as municipal reserve is still firmly embedded in this work, Council's revised scope of the Community Representation Framework program reflects the citizen priority to create a City of Safe and Inspiring Neighbourhoods.

Council also directed the formation of a Community Representation Framework Task Force to *"Offer strategic advice on the development of a framework for inputs into decision making that have traditionally been provided by organized community groups on matters related to community-building"*. The Task Force began meeting in January 2017 and has been actively involved in the development of the Framework since then, generally meeting monthly.

The Task Force investigated a more formally structured partnership between organized community groups (referred to as a district forum model) to foster greater diversity and collaboration in community building and representation and to allow them to leverage their resources more effectively. Input received through public engagement contributed to the evolution of a comprehensive Framework with a less formal approach to start.

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Community Representation Framework – Final Report

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Outcome of Task Force Considerations
Overall, more than 4,000 ideas, opinions and insights were received through engagement, then recorded and summarized in What We Heard reports for the Task Force to consider as it developed the components of the proposed Community Representation Framework. Through facilitated workshops, the Task Force began to articulate a shared vision of priorities and results that form the basis of the Framework (Attachment 1).

The five priorities identified by the Task Force to improve community-building and representation are:

- Increase Participation and Diversity
- Build Trust and Respect Among Stakeholders
- Raise the Capacity of Citizens and Organized Community Groups
- Better Align the Work of the City
- Support the Evolving Role and Needs of Community Associations

Each priority includes results that describe specific outcomes that together will improve community-building and representation and help achieve a city of safe and inspiring neighbourhoods. A summary of public engagement and how it was used to develop the Framework priorities and results is provided in a What We Did engagement summary (Attachment 2).

Based on the input received, the proposed Framework supports collaboration and partnerships through less-formal approaches than a district forum model. As different practices and approaches are developed and tested more formal partnership structures may emerge. However, more investigation is needed before any such arrangements are formalized.

Next steps
Administration proposes to advance the Framework priorities and results starting in Q1 2019 by identifying local learning opportunities and establishing collaborative stakeholder teams. A staff team from Calgary Neighbourhoods, Community Planning and Customer Service and Communication will support the exchange of information and ideas between the learning opportunities and the stakeholder teams to ensure the work is coordinated and aligned.

Ongoing community-building work such as policy planning, development permit reviews, community asset mapping, and community-led public space improvements can serve as local learning opportunities. They will provide a chance for stakeholders to co-create new practices and approaches that contribute to better community-building and representation in the context of the communities involved.

Councillors, communities, builders, developers and Administration can champion local learning opportunities and coordinate with the cross-corporate staff team to ensure it meets basic criteria. For example, local learning opportunities should provide lessons that are pertinent and transferrable to other types of projects, they should have adequate resources to support a robust learning process and affected stakeholders should be supportive of the initiative.

Collaborative stakeholder teams will address the more complex, strategic priorities and results that will help create an environment in which local community-building and representation thrives. For example, the Framework result promoting more participation and diversity is a

Community Representation Framework – Final Report

complex, multi-faceted challenge. A collaborative stakeholder team will be formed to achieve this result by suggesting new practices and strategies for use in local learning opportunities. Collaborative stakeholder teams will also be established to address other complex priorities and results that support collaborative partnerships between organized community groups and improve the membership and volunteer base of community associations.

As the work of the local learning opportunities and the collaborative stakeholder teams proceed, new relationships, practices or structures will emerge. The most promising approaches will be 'scaled-up' by developing new guidelines, policy or structures that will imbed them as standard ways The City works in community. Similarly, community groups, builders, developers and other partners may also adopt new guidelines, policies or standards that promote adoption of best practices by their members and associates.

Advancing and implementing the Framework will be supported with current staff and resource allocations and with new resources identified in One Calgary. In 2020, additional planning staff will help implement new engagement strategies that promote more diverse participation in The City's community-building and representation processes. In 2021, a community grant program will be introduced. Grants will support safe and inspiring neighbourhoods by helping community associations fulfil their goals, funding community-driven initiatives, and providing citizens and organized community groups with access to capacity-building opportunities.

Stakeholder Engagement, Research and Communication
At Council's direction, public engagement took place from April to June 2018 using a two-phase strategy. First, online surveys gathered current practices and collected initial thoughts about a district forum approach to community representation. More than 200 responses were received from representatives of 130 organized community groups (including around 100 community associations) across the city.

Second, a series of in-person workshops allowed facilitators to explore the survey responses in greater depth. Almost 100 participants attended six workshops held in June. The findings of engagement were summarized in What We Heard reports shared publicly.

Strategic Alignment
This report's recommendations align with A City of Safe and Inspiring Neighbourhoods: Every Calgarian lives in a safe, mixed and inclusive neighbourhood, and has the right and opportunity to participate in civic life. All neighbourhoods are desirable and have equitable public investments. City strategies to support this citizen priority include the following:
- Work with residents to help them increase their community connections and participation in civic life
- Provide residents and community groups a gateway to the resources they need to contribute meaningfully to their neighbourhoods
- Support community groups in building their organizational health, towards achieving greater sustainability
- Provide support to community associations in being more accessible and reflective of residents of all ages, cultures and stages of life
- Deliver a new grant to support community representation and resident-driven initiatives to create engaged neighbourhoods

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Components of the Community Representation Framework also align with:
- **Improved engagement strategies:** The Engage Resource Unit has initiated work to reduce barriers to participation and better include a broader range of citizens. They are also developing a more predictable approach to engagement related to planning and development processes.
- **Investing in Local Area Plans:** Planning and Development is launching a new approach to bring a more consistent manner of determining the geographic scope and depth of future plans, and a method for prioritizing their completion.
- **This is My Neighbourhood:** A program created through Calgary Neighbourhoods for residents to partner with The City to identify ways to make their neighbourhood an even better place to live, work and play.

Social, Environmental, Economic (External)

Social
The Framework will provide more opportunities for Calgarians to contribute to a city of inspiring neighbourhoods and directs stakeholders to view community-building through an equity lens. Priorities and results related to participation and diversity, building trust and respect between stakeholders, and raising the capacity of citizens and community groups will contribute to stronger organized community groups and lead to more fruitful collaborations between citizens, builders, developers, social service providers and The City.

Environmental
The Framework will support collaborative community dialogue and relationship-building to address the environmental challenges Calgarians face. Through new approaches to community involvement, citizens can contribute more effectively to "strategies to mitigate impacts, promote conservation and minimize consumption of natural resources including land, energy and water" as identified in The City's Environmental Policy.

Economic
The Framework will foster opportunities for citizens, organized community groups and businesses to better understand each other's interests. When businesses and communities work collaboratively, communities will offer greater opportunities for private investment that provides clear public benefit.

Financial Capacity
Current and Future Operating Budget:
Operating budget for initiatives related to the Community Representation Framework are included for Council consideration as part of the 2019-2022 One Calgary Service Plan and Budget. Collaborative stakeholder teams and local learning opportunities will help identify whether additional resources are required to achieve Framework priorities and results that may be provided as part of mid-cycle budget adjustments for consideration in 2020.

Current and Future Capital Budget:
There is no anticipated impact on current or future capital budgets from implementing the Community Representation Framework.

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Council Innovation Fund summary:

The Community Representation Framework was supported with $250,000 from the Council Innovation Fund. Funds were used toward the Community Representation Framework Program Manager and facilitation services to help the Task Force develop the Framework. Additional staff resources and operating expenses were funded through existing budgets of City departments.

Risk Assessment

1. Several City projects and initiatives already underway relate closely to the Framework priorities and results. Uncoordinated initiatives could lead to missed opportunities and inefficient deployment of City resources. An approved Framework will help coordinate the work of The City.
2. Communities vary widely in Calgary, based on their population, development, size, demographics, mix of organizations, experience with redevelopment, etc. This could lead to many approaches that serve local needs but also create a sense that City processes are unpredictable. The Framework proposes processes that are flexible and scalable to local conditions while providing a predictable approach.
3. Encouraging more diverse participation and creating equitable opportunity to participate in community-building processes will require changes to current attitudes, processes and systems. The Framework encourages a collaborative approach between stakeholders that will raise awareness of barriers to equity in community-building and representation.
4. Organized community groups are largely independent of The City and are not required to participate in collaborative processes and partnerships described in the Framework. If clear benefits to participation cannot be identified and implemented effectively, many of the priorities and results will not be achieved. The broad representation envisioned for the collaborative stakeholder teams will provide an opportunity to discuss challenges and benefits of various approaches to achieve the Framework priorities and results.

REASON(S) FOR RECOMMENDATION(S):

Approving the Community Representation Framework gives Administration clear direction to initiate the next phase of work starting in 2019;

Directing Administration to report back to the SPC on Community and Protective Services keeps Council informed of ongoing progress toward better community-building and representation in Calgary;

Accepting this report as the final summary explaining how the Council Innovation Fund was used fulfils the requirement set out in the application for funding; and
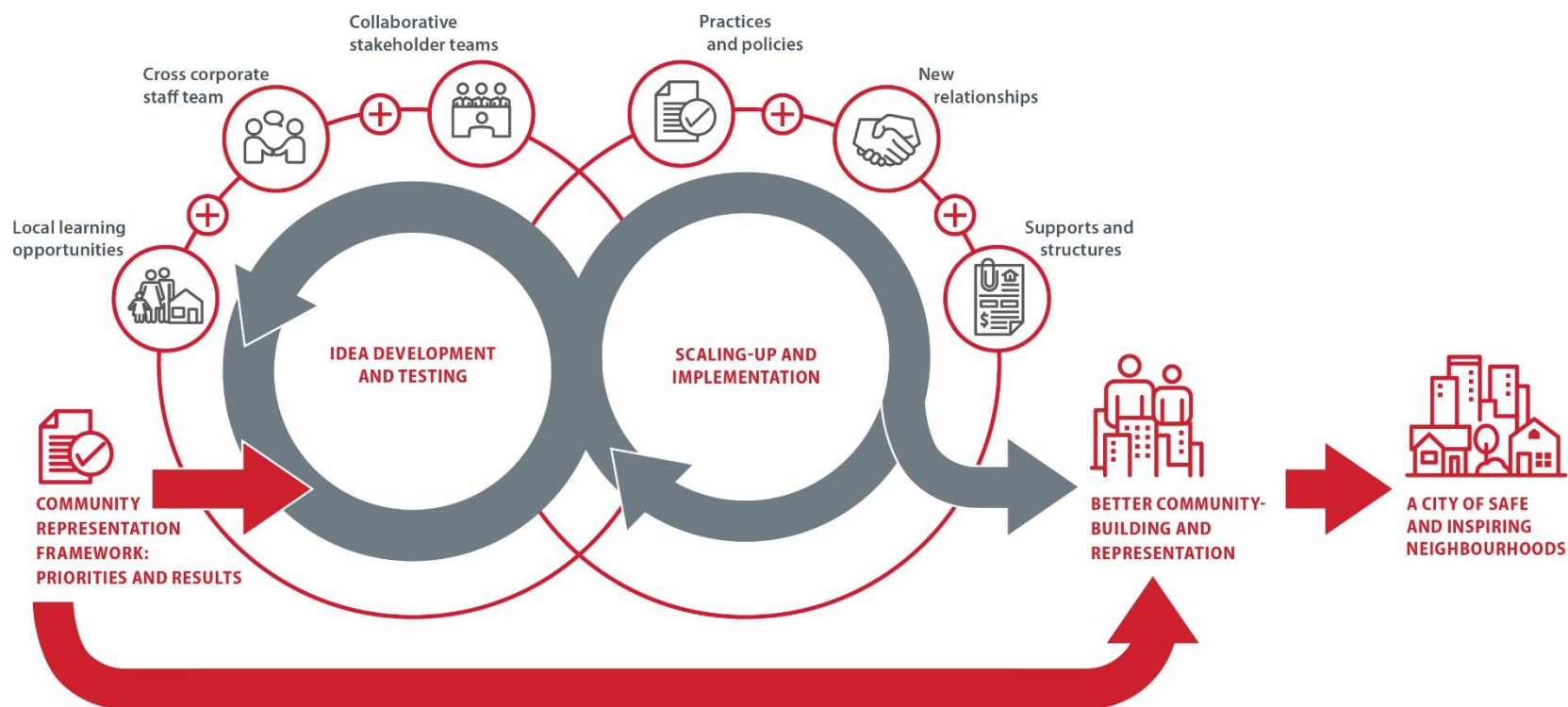
Recognizing the hard work and contribution of the Community Representation Task Force to fulfil their mandate should precede the Task Force's dissolution.

ATTACHMENT(S)

1. Attachment 1 - Community Representation Framework
2. Attachment 2 - Stakeholder Report Back: What we Did

Calgary

Community Representation Framework

Collaborative stakeholder teams

Cross corporate staff team

Practices and policies

New relationships

Local learning opportunities

Supports and structures

IDEA DEVELOPMENT AND TESTING

SCALING-UP AND IMPLEMENTATION

COMMUNITY REPRESENTATION FRAMEWORK: PRIORITIES AND RESULTS

BETTER COMMUNITY-BUILDING AND REPRESENTATION

A CITY OF SAFE AND INSPIRING NEIGHBOURHOODS

18-0099805-4

COMMUNITY REPRESENTATION FRAMEWORK: PRIORITIES AND RESULTS

Priority 1: Increase participation and diversity

Increase the number of people and the diversity of participants (across ages, socio-economic, cultural backgrounds and gender identities) involved in collaborative community-building processes and organized community groups. Improving the equity of opportunity for people to participate is an important consideration in achieving this priority.

- Citizens and organized community groups are aware of the opportunities they have to participate in community-building processes.
- Participation in community-building processes is relevant and meaningful to citizens and organized community groups.
- Community-building processes are designed to be welcoming, accessible and provide equitable opportunity for all interested citizens and organized community groups.
- Citizens and organized community groups work collaboratively to foster a shared understanding of the diverse perspectives and interests in their community.

Priority 2: Build trust and respect between stakeholders

Community-building processes should not only result in achieving the priorities of the community and other planning goals. They should also contribute to building and maintaining strong social ties between citizens and groups in the community. This will improve the social cohesion between people in a community and make communities more resilient to change.

- Interactions amongst stakeholders are open, safe and welcoming.
- Citizens, organized community groups, The City and the development and building industry have trusting, respectful relationships.

Priority 3: Raise the capacity of citizens and organized community groups

Develop the skills, knowledge and abilities of individual citizens and members of organized community groups to serve their communities and participate collaboratively in community-building processes. Topic areas should include municipal government (including planning and development) community leadership and organizational governance. By increasing the capacity of these stakeholders and providing a clearer roles and responsibilities, their participation in community-building processes will be more effective.

- Citizens and organized community groups have learning opportunities that help raise their capacity to effectively contribute to community-building processes.

- Collectively, citizens and organized community groups are effective representatives of the diverse perspectives and interests in their community.
- Citizens and organized community groups understand their roles and responsibilities in community-building processes.

Priority 4: Better align the work of The City

Better align the work of The City so assists communities to have the information and subject matter expertise they need to participate in community-building processes, including community-driven initiatives and public realm improvements. Such alignment will help citizens and organized community groups contribute to community-building processes in a more meaningful and relevant way and improve the trust between organized community groups and The City.

- Citizens and organized community groups have timely access to clear, concise information about community-building processes.
- Citizens and organized community groups can effectively navigate services and access subject matter expertise to help them effectively participate in community-building processes.
- Resources are available to support community-driven initiatives and public realm improvements.
- The City's community-building processes are based on a consistent and predictable approach that can be adjusted for characteristics of community.
- Community-building processes are scalable, so broad public input is sought and used to establish citywide or district goals and local input is sought and used to successfully achieve those goals at the local level.

Priority 5: Support the evolving role and needs of Community Associations

Community associations face new and evolving challenges that can hinder their ability to offer programs and services to local residents and serve as representatives of community interests. To better address these challenges, community associations need new sources of revenue and new collaborative partnerships with other organized community groups so their volunteers have the resources they need to help achieve the goals of their communities.

- Community associations have a strong membership base and adequate volunteer resources.
- Community associations have adequate financial resources to help them achieve their goals.
- Community associations and other organized community groups leverage their resources and knowledge through collaborative partnerships.

Community Representation Framework
Stakeholder Report Back: What we Did
(Completed October 18, 2018)

Project Overview

In 2016, City Council created the Community Representation Task Force (Task Force). The Task Force was asked to review options and advise Council to enhance the contribution organized community groups (such as community associations, business improvement areas, resident's associations, seniors' groups, sport and recreation groups, cultural and faith-based organizations) make toward representing community and improving the effectiveness of The City's community building processes and practices. The Task Force is comprised of members from Council, the development and building sector, community and residents' associations, the University of Calgary and City Administration.

 Initially, the Task Force identified three areas of focus for a community representation Framework (CRF):

1. **Representation structure** – a system by which organized community groups and individuals collaborate with City staff on community building issues.
2. **Community involvement** – clear roles, responsibilities and expectations of different stakeholders in community building, with significant focus on the processes and practices of The City with respect to community involvement.
3. **Supports and resources** – human resources, funding and programs required to build the capacity of individuals and organized community groups so they can effectively contribute to community building processes.

Task Force members worked together to develop a set of criteria to evaluate approaches used in cities across North America to foster participation and representation in community building processes. This exercise provided an opportunity for Task Force members to share their insights and experiences of community representation in Calgary and to learn about different approaches used elsewhere.

The Task Force reviewed the case study prepared by the program team using the established evaluation criteria. This phase of work helped clarify questions related to improving community involvement in community-building processes and the supports and resources that would benefit community representation activities. The result of discussions of the Task Force was a proposal to investigate the efficacy of a district forum model of representation. It is important to note that this was not a unanimous position of all Task Force members, but there was sufficient direction to include this proposal in the update report provided to Council in February 2018.

Engagement Overview

Council approved the recommendation for the Community Representation Framework project team to:

1. Gather input from a diverse range of community stakeholders in response to a new approach for community representation envisioned by the Community Representation Framework Task Force.
2. Use the input gathered to inform the Community Representation Framework Task Force recommendations that will be presented to City Council by the end of 2018.

To meet this direction Administration completed engagement in two parts or phases. Both reports of everything we heard can be found on the project website at www.calgary.ca/CRF under the 'Links' tab.

Phase 1 – understanding the current state

In May 2018 we sent three surveys to:
- Community associations
- Business improvement area groups
- And a variety of community groups (residents' associations, seniors, faith, cultural, and sport organizations, etc.)

The surveys were tailored to the groups' typical role in planning processes. The surveys had two goals. One was to understand current practices. Two was to get initial thoughts and ideas about the suggested district forum model. All information heard was used to design the second phase of engagement. We received over 200 completed surveys. For the full What We Heard report and the list of questions, visit the project website www.calgary.ca/CRF and click on the 'Links' tab.

Phase 2 –Workshop trade-offs

In June 2018 we hosted 95 participants at 6 workshops held across the City. We used what we heard in phase 1 to design the workshops, asking the participants to discuss and consider the trade-offs, challenges and opportunities related to the following three topics:

- Membership, diversity and inclusion
- Resources, capacity and training
- The District Forum model, including their thoughts/suggestions on a working copy of a Task Force terms of reference

For a full breakdown of the workshops and to see everything we heard visit the project website www.calgary.ca/CRF and click on the 'Links' tab.

What We Did

You shared with us over 4,000 ideas, trade-offs and considerations throughout the engagement. This report includes a summary of what we did with your information and a table that links specific themes to the Framework priorities and results developed by the Task Force.

What We Did - Summary

1. All your comments were shared with the Task Force members and with the project team.
2. We emailed all reports to registered participants and to everyone on the mailing lists. This included all Community Associations, Business Improvement Areas, and a variety of other organized community groups.
3. We posted the What We Heard Reports on the project website www.calgary.ca/CRF.
4. Overwhelmingly, we heard through the Phase 1 surveys that you wanted to discuss the District Forum model. We themed what you told us about the model and created a one-page summary. This summary was used during the Phase 2 workshops as starting points for discussion.
5. You shared with us varying levels of commitment, interest and challenges with diversity and inclusion. Members of Community Associations specifically shared resource challenges and needs. We used these challenges and ideas to structure the workshops and ask about questions/trade-offs during our table discussions.
6. One key concerned shared throughout engagement was the concern/sentiment that this was a 'done deal' and that the input we collected would not be used. To make sure that your ideas were easily accessible to the Task Force a member of the City's Engage team was invited to be part of their meetings from May through October 2018. This individual designed the process, wrote the reports, and were present at most of the workshops.
7. The Engage team member shared key themes raised during the workshops with the Task Force (about membership, diversity and inclusion; supports & resources; and the District Forum model). Care was taken to ensure the context of these comments was understood and considered accurately in the Task Force's discussions.

What we did – table of key actions

The table below is a summary of some of the key trade-offs you shared and how they were used in the crafting of the Framework. Please note that not everything you said is in the table but all of the key issues, challenges and ideas you shared were used during the discussions about the Framework. The table refers to specific priorities and results in the Framework found in Attachment 1, Community Representation Framework: Priorities and Results. Please note that the priorities and results are not approved yet, but form part of the Community Representation Framework recommendations being presented to Council in November 2018.

	What we asked	What we heard	What we did
Phase 1 surveys	1. How do you currently review, share information, and with who, on planning applications	1. You asked for more regular and timely information. 2. You asked for transparency on Task Force meeting minutes. 3. You asked for reporting back on how the information will be used. 4. You shared what resources you need and you think others would need to participate effectively in the planning process.	1. We have shared information through City staff (neighbourhood partnership coordinators) and through email. 2. Task force minutes were made available on the project website. 3. This report shares what was done with your feedback for this project. The CRF has shred this information with Planning and there is existing work underway to make this consistent. 4. This information will also be used in 2019 as part of the pilots.

	2. What is working, what isn't working, and where you need support	1. Working well: collaboration, sharing information between groups.
		
		2. Challenge:
		  a. Time commitment
		  b. Voice not heard by The City
		  c. Don't know groups in the community
			1 & 2. We used all of the information shared here to shape the questions and discussions during the working groups.
			
			2. Challenges:
			a. The Task Force confirmed under Priority #3: Raise the capacity of citizens and organized community groups as a result of this information.
			b. Engage was invited to share your information with the Task Force so your ideas were central to the discussions.
			c. The project team has connected with Action Dignity to discuss with community leaders and brokers how to promote inclusion. This is still a challenge the project team is looking at how to address in 2019.

	3. District model, qualifications, additional resources needed for participant	1. Desire for more information on how the model would work. 2. Desire for discussion of the model.	1. This was a challenge because the decision on what a District Forum was, or if it would be recommended, was not decided. So more information on what it was and how it would work could not be shared with you because the project team did not know.

	What we asked	What we heard	What we did
		3. Desire for terms of reference. 4. Overall lack of support for the model and wanting to stop the project.	2. A trade-off sheet/summary sheet of comments/concerns and opportunities of the model was available at every table. 3. A working terms of reference was available at every table for comment. 4. We did not stop the project as some asked.
Phase 2 workshops	1. Membership, diversity and inclusion	1. Need clarity on the Framework. 2. Focus on relationship building, trust and better City processes and City being the model in what this means.	Overall all of the priorities talk about membership, diversity and inclusion and took into account the challenges, ideas and needs you shared with us through your feedback. Specifically: 1. The Framework will be shared in November with everyone who participated. This could not be done sooner as the feedback from you needed to be included in the recommendations. 2. Process & relationships: a. All 5 priorities address this concern/suggestion in different ways and this theme, and related comments were used to shape all 5 Priorities and many of the results because you very clearly told us that there needs to be an improvement in City processes. b. The City is doing additional engagement with a local group, Action Dignity, to see how it can better support inclusion in planning. This work will continue in 2019.
	2. Resources, capacity and training	1. Concern about another layer of bureaucracy, another drain on volunteers when any challenges in the planning process could also be addressed through bettering existing City processes.	The main theme we heard from members of CAs in this section was the need for supports and resources to both do your day to day work and to make sure that if any additional work is required (through a new model or forum) that you had support to do that. You also told us that many of the issues could be fixed by focusing on streamlining existing city processes rather

	What we asked	What we heard	What we did

		2. Planning needs to be more plain language and easy to understand.
		
		3. Resources to collaboration and inclusion, supports and resources to know who to connect with to make the CA more inclusive.
		
		4. Consistently in staff, processes and expectations of participant's and time to participate.
		
		5. Predictability in process and decision making.
			than building something new. Based on these two themes, and the many comments associated with them, the Framework talks about priorities and results, rather than the creation of a structure. Priority #4 is all about better aligning the work of The City and Priority #5 about supporting the evolving role of CAs.
			
			More specifically:
			1. Priority #3 and Priority #2 were shaped by this feedback to make sure that City processes were better aligned and that resources existed to support anything new.
			
			2. The project team is looking to see where it can make information about Planning easier to understand. The team is working with Partners in Planning to see where things can be made easier.
			
			3. Resources:
			  a. What resources are needed is being collated and will be shared with the working groups in 2019 to better understand what supports are needed and how to make the Framework a reality.
			  b. The City has done engagement with Action Dignity to see how it can better support inclusion in planning. This work will continue in 2019.
			4. The need for consistency was added under Priority #4.
			5. The need for more predictability in processes was added under Priority #4,.

	3. The District Model	Overall you told us that this should be a process vs. a structure.	The Task Force spent a lot of time discussing your comments about the pros and cons/challenges of a District Model and the trade-offs you shared between a structure vs. a process. As a result, The Framework talks about priorities and results rather than the creation of a structure based on your feedback.

	What we asked	What we heard	What we did

		1. You shared that a District Model had potential pros and cons:
		  a. Pro: collaboration and sharing of resources.
		  b. Con/challenge: drain on resources, loss of local context/voice.
		2. Need for clear roles and responsibilities.
		3. Need to make sure that the local context is not lost, and that what is local stays local. That the process is appropriately (based on impact) scalable.
			1. The Task Force developed additional results based on your feedback on the pros and cons so that the Framework meets the intention of what you shared with us.
			  a. Results that aspire to promote collaboration between organized community groups are mentioned throughout the priorities.
			  b. Priority #4 and Priority #5 specifically address recourse and local context/the scalability of the process.
			2. The need for clear roles and responsibilities is addressed under Priority #3.
			3. The importance of local context and a scalable process is under Priority #4,

	Other	Based on feedback at the first session you asked for us to send the feedback forms to you through e-mail so you could have more time to provide comments.	1. We emailed all registered participants the worksheets so they could have more time to reflect and provide additional thoughts. We received 19 worksheets/comment forms through email and had 95 participants across all six workshops.

Next steps

In 2019 the Framework will be tested if approved by Council in November 2018. The exact method and what this looks like, what projects will be tested is to be determined.

Community Services Report to
SPC on Community and Protective Services
2018 December 05

ISC: UNRESTRICTED
CPS2018-1328

Short Term Rental Scoping Report

EXECUTIVE SUMMARY

Administration worked through a cross-departmental team to develop a scoping report, providing options to apply the appropriate level of safety and oversight to the market of Short Term Rentals (STRs) which for the purpose of this report includes both Home Sharing and Vacation Home Rentals. A review of the traditional accommodation types of Bed and Breakfasts (B&Bs) and Lodging Houses has also been completed. The scoping report presents how STRs, B&Bs, and Lodging Houses are currently regulated, what the market for STRs looks like in Calgary, and how The City of Calgary could regulate safety and oversight in these market segments.

Following the collection and analysis of information, stakeholder input, and exploring the current and possible future regulatory structures within The City, Administration identified several options for consideration. Though impacts related to nuisances, taxation, and tourism were identified during stakeholder consultation, the recommendations appropriately address safety and oversight as per Council's direction. Administration's recommendations take into account the need to preserve as many of the benefits of STRs, B&Bs, and Lodging Houses as possible while limiting undue negative impacts to neighbours and other local community members.

ADMINISTRATION RECOMMENDATIONS:

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

1. Direct Administration to undertake work to create a new, tiered licence category in the Business Licence Bylaw 32M98 for Tourist Accommodation and bring forward amendments to this bylaw to Council through the SPC on Community and Protective Services no later than 2019 Q3;

2. Direct Administration to revise the Lodging House licence category in the Business Licence Bylaw 32M98, to clarify the definition and scope for application to rooming, lodging, and boarding houses, and bring forward amendments to this bylaw to Council through the SPC on Community and Protective Services no later than 2019 Q3; and

3. Direct Administration to develop a public education campaign to be launched following approval of the above bylaw amendments.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2017 November 20, through Notice of Motion C2017-1180 Short Term Rentals Policy and Bylaws (Attachment 1), Council directed Administration to explore the Business Licence, Land Use, Fire and Safety Codes requirements that would ensure STRs, B&Bs and Lodging Houses are subject to the appropriate level of safety and oversight (commensurate with their scale and purpose), and provide a scoping report with options (including costs of implementation) and recommendations through the SPC on Community and Protective Services no later than 2018 Q4.

Community Services Report to   **ISC: UNRESTRICTED**
SPC on Community and Protective Services   **CPS2018-1328**
2018 December 05

Short Term Rental Scoping Report

BACKGROUND

Administration was directed to look at STRs given the increasing popularity of online platforms that connect travelers with private accommodations. B&Bs, which have land use requirements, and Lodging Houses, which have business licence requirements, are also included as part of this Council-directed work. In 2018 January, a cross-departmental project team formed with representatives from Calgary Community Standards, Calgary Growth Strategies, Calgary Building Services, Law, Calgary Housing, Calgary Fire Department (CFD), and Intergovernmental and Corporate Strategy to respond to the Notice of Motion and to develop options to ensure these dwellings are subject to the appropriate level of safety and oversight.

The Short Term Rental Scoping Report (Attachment 2) contains the results of the project team's work.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The City has existing methods to address most concerns related to the operation of STRs, B&Bs, and Lodging Houses (Attachment 2, Section 5). Administration's work identified that the STR market in Calgary comprises less than one per cent of the housing stock. Council's direction to explore the business licence, land use, safety codes (Alberta Building Code [ABC] and Alberta Fire Code [AFC]) requirements that would ensure STRs, B&Bs, and Lodging Houses are subject to the appropriate level of safety and oversight led Administration to specifically look at each of the areas through the lens of ensuring the safety of citizens and visitors to Calgary. In addition, Administration looked at regulatory oversight through the lens of Bylaw Education & Compliance. Each of the areas is examined (Attachment 2, Section 8). Considering all the areas analyzed in relation to the Calgary context, Administration has determined that at this time a business licence is the most appropriate tool to providing regulatory oversight for STRs, including B&Bs, and rooming houses.

Administration has identified five options in response to Council's direction. These options are not mutually exclusive and Council may wish to consider them individually or in combination. The options take into account the issues, impacts, and opportunities identified by internal and external stakeholders, practices in other jurisdictions, and the goal of ensuring STRs, B&Bs, and Lodging Houses are subject to the appropriate level of safety and oversight commensurate with their scale and purpose. The options for consideration are explored below. Further details for each option and the implementation plans are found in the Short Term Rental Scoping Report (Attachment 2, Section 9) including a chart illustrating the costs for each option. Considerations for tourist accommodation outside of safety and oversight, such as taxation, collection of fees or levies, or zoning restrictions, would require further direction from Council as they are outside the scope of the Notice of Motion.

1. *Option 1 - Maintain Status Quo*

While not recommended, one option is to maintain the status quo and utilize the current legislative and enforcement tools (summarized in Attachment 2, Section 5) available to ensure minimum levels of public safety. Currently, two Business Licence Inspectors are working on complaints related to the Lodging House category, taking them away from other duties. Administration has determined that the cost of maintaining the status quo is $320,000 annually. In the absence of clarity to the current Lodging House category, and to address the increased

Short Term Rental Scoping Report

complaints, a request to fund these positions through the Business Licence Reserve Fund was included in One Calgary.

2. Option 2 – Undertake broad-based public engagement

The second option is to conduct a broad-based public engagement on the direction The City should take on STRs. Given that the current STR market comprises less than one per cent of Calgary housing stock, Administration does not recommend proceeding with a broad-based public engagement at this time. Administration estimates that the one-time cost of this option is $100,000, which would need to be funded by the mill rate. Moreover, the targeted stakeholder engagement included as part of option 3 would collect specific feedback to inform amendments to the Business Licence Bylaw that are recommended in this report.

3. Option 3 - Develop a Tiered Business Licence for Tourist Accommodation Operator

The third option, recommended by Administration, is to develop a tiered business licence category for Tourist Accommodation Operator capturing both STRs and B&Bs and applying requirements and conditions appropriate to scale and type of operation. Administration has determined that the one-time cost of technology upgrades associated with developing the new category would be $10,000 and the targeted stakeholder engagement cost would be $20,000, both funded from the Business Licence Reserve Fund. In addition, the two existing Business Licence Inspector positions mentioned in Option 1, that are currently funded through the Business Licence Reserve Fund, would more appropriately be funded through cost recovery from licence fees for the new category. Based on approximately 2,500 inspections annually, CFD would require up to two new Fire Safety Codes Officer positions dependent on the final approved tiers. The maximum cost for these positions would be $356,000 annually for operations and a one-time capital cost of $34,500 per officer for equipment, which would be funded by fire inspection fees.

4. Option 4 - Revise the Lodging House Business Licence Category

The fourth option, also recommended by Administration, in conjunction with option 3, is to revise the current category of Lodging House to reflect its original intent of protecting the safety of tenants of rooming and boarding houses and align with language in the ABC and AFC. Administration has determined that the one-time cost to revise this licence category is $5,000 for system changes, to be funded by the Business Licence Reserve Fund.

5. Option 5 - Funding for Public Education

The fifth option, also recommended by Administration, is to undertake a public education campaign in relation to rental properties, including short term rentals. Administration estimates that the one-time cost for a public education campaign is $32,000 to be funded by the Business Licence Reserve Fund.

Administration's Recommendations
Administration recommends conducting targeted engagement regarding changes to the Business Licence Bylaw prior to drafting the amendments to this bylaw as noted in options 3 and 4 above. Business Licencing is the best tool for ensuring consumer protection, public safety, and service quality. In addition, business licencing offers the opportunity for monitoring and reporting about the industry, allowing Administration to look at trends, identifying emerging issues, and, most importantly, providing education and enforcement services.

Short Term Rental Scoping Report

Administration also recommends directing funds toward a public education campaign as noted in option 5 to be initiated after amendments to the Business Licence Bylaw are passed.

Administration's recommendations take into account the need to preserve as many of the benefits of STRs, B&Bs, and Lodging Houses as possible while limiting undue negative impacts to neighbours and other local community members by ensuring consumer protection, public safety, and service quality.

Stakeholder Engagement, Research and Communication

Meetings with stakeholders internal to The City, external partners and industry organizations were conducted to inform this scoping report. Topics discussed with stakeholders included modernizing current bylaws, encouraging additional tourism opportunities, enabling property owners to have access to an additional income source, mitigating effects on the affordable housing stock, and addressing issues related to nuisances, public safety and consumer protection. A summary of the targeted external stakeholder input is included in Attachment 2, Section 7.

Strategic Alignment

The recommendations in this report align with Council Directives from One Calgary associated with A Prosperous City, which include:

- building a resilient local economy;
- supporting tourism and travel as growth industries; and
- providing sufficient supply of affordable housing.

Social, Environmental, Economic (External)

Administration is committed to striking a balance between preserving the economic benefits of STRs in the city's market and ensuring that community concerns relating to public safety and oversight are appropriately addressed within the Calgary context. STRs provide economic opportunities to homeowners in Calgary and offer tourism and travel options to visitors. On the other hand, STR operators need to be aware of the impacts these rentals may have on neighbours and the overall social dynamic of communities.

Financial Capacity

Current and Future Operating Budget:

If Administration's recommendations were to be adopted, there would be an ongoing operating cost of up to $356,000 annually for CFD recovered from fire inspection fees. In addition, there is a one-time cost of $62,000 for targeted stakeholder engagement, a public education campaign, and technology upgrades, all to be funded by the Business Licence Reserve Fund.

Current and Future Capital Budget:

If Administration's recommendations were to be adopted, there would be a one-time capital cost of up to $69,000 for vehicles to CFD to be funded by fire inspection fees.

Community Services Report to   **ISC: UNRESTRICTED**
SPC on Community and Protective Services   **CPS2018-1328**
2018 December 05

Short Term Rental Scoping Report

Risk Assessment

There is a risk that without a clear regulatory framework for STRs, B&Bs, and Lodging Houses, complaints will continue to be investigated on a case-by-case basis, which may lead to delays in resolving issues due to a lack of clarity on the rules. Without implementing a license category now, there is also a risk that should Calgary's housing market change and STRs represent a greater portion of the housing supply in the future, more work would be required to track STRs, understand trends and implement reactionary regulation.

Jurisdictions that have implemented a level of regulation to govern vacation home rentals and/or home sharing operations have mitigated these risks and have seen increased compliance to current health, safety, and community standards rules among operators. In addition, the regulatory framework has provided clarity and has enabled staff to deal with issues and/or complaints in an expedited manner.

There is also a risk that amendments to the Business Licence Bylaw could be viewed as adding red tape and reducing economic opportunities to property owners who wish to capitalize on the market. This risk would be mitigated by ensuring that the Business Licence Bylaw amendments provide the appropriate level of regulatory oversight to address concerns related to the growing vacation home rental and home sharing market while clarifying rules related to the shared long term accommodation of rooming and boarding houses.

REASONS FOR RECOMMENDATIONS:

This report responds to Council direction to complete a scoping report to identify options for providing the appropriate level of safety and oversight for STRs, B&Bs, and Lodging Houses. Administration's recommendations to make bylaw amendments to the Business Licence Bylaw 32M98 to develop a new, tiered Tourist Accommodation Operator licence category and to revise the Lodging House licence category are aimed at preserving as many of the benefits of STRs as possible while limiting undue negative impacts to neighbours and other local community members. Following bylaw amendments, Administration's recommendation for a public education campaign would help to provide operators, guests, and other members of the public with information about the responsibilities at rental properties and where to direct concerns.

ATTACHMENT(S)
1. Attachment 1 – Notice of Motion C2017-1180
2. Attachment 2 – Short Term Rental Scoping Report

NOTICE OF MOTION

RE: SHORT TERM RENTALS POLICY AND BYLAWS

Sponsoring Councillor(s): Councillor Sutherland

WHEREAS the rental of residential property does not currently require municipal approvals but can be considered a business activity;

AND WHEREAS online platforms that connect travellers with private accommodations, or Short Term Rentals, are becoming increasingly popular;

AND WHEREAS there are currently no City bylaws that specifically address Short Term Rentals;

AND WHEREAS the short-term rental of residential premises can take many different building forms;

AND WHEREAS the Business Licence Bylaw 32M98 currently regulates lodging houses, but this category does not cover many variations of rental arrangements;

AND WHEREAS Land Use Bylaw 1 P2007 defines Bed and Breakfasts but does not have defined uses for Short Term Rentals or lodging houses;

AND WHEREAS the safety of citizens and visitors to Calgary is a critical consideration for The City;

AND WHEREAS Short Term Rentals are not subject to the four per cent provincial Tourism Levy required for hotel stays in Alberta;

AND WHEREAS the Government of Alberta and the Cities of Calgary and Edmonton have agreed, as part of the City Charter process, to improve the administration of the Destination Marketing Fee, a fee that could, after further discussion, conceivably be applied to Short Term Rentals;

NOW THEREFORE BE IT RESOLVED that Council direct Administration to explore the Business Licence, Land Use, Fire and Safety Codes requirements that would ensure Short Term Rentals, Bed and Breakfasts and Lodging Houses are subject to the appropriate level of safety and oversight (commensurate with their scale and purpose), and provide a scoping report with options (including costs of implementation) and recommendations through the Standing Policy Committee on Community and Protective Services no later than 2018 Q4.

Short Term Rental Scoping Report

CPS2018-1328

December 5, 2018

Table of Contents

Executive Summary

In response to global market trends and local concerns around the Short Term Rental (STR) market, Council directed Administration to gather information about the STR market, including Bed & Breakfasts and Lodging (Rooming) Houses in Calgary and gain an understanding of its scale and impact. In addition to understating the Calgary context for STRs, Council asked Administration to look at possible ways of responding to STRs within the municipality and report back through a scoping report.

The Sharing Economy

Sharing economy is an umbrella term with a range of meanings, often used to describe a system for sharing assets or services between private individuals, either free or for a fee, typically through online transactions. For municipalities, the sharing economy can present certain regulatory challenges. Having a good policy or framework can help municipalities focus resources on the most impactful areas of the sharing economy including revenue generation, public safety, and oversight.

Education and Best Practice

Information sharing with citizens is an important role of the municipality. Within the context of STRs, there is a lot of information to be shared with the public. This includes:

- Calgary Police Service information on how landlords or operators can identify the person renting from them
- Information in relation to provincial legislation such as STRs in condos or rental properties
- Ideas on how to make STRs safer through simple steps such as posting emergency numbers, escape routes, or placing fire alarms in each bedroom.

Administration identified several mechanisms to report concerns, ranging from health concerns like bed bugs, to safety concerns like missing deck railings, to reporting concerns directly to the platform.

The Calgary Context of STRs

The STR Scoping Report Project Team worked with an external consultant to get an in-depth understanding of the breadth and nature of STRs in Calgary. Data was collected during the first week of 2018 April and some highlights from the report are:

- 3,364 Active Rental Units
- 83.8 per cent of operators have just one listing
- the majority of listings, in descending order, are in Ward 7, 8, 11, 4 and 9
- A very high percentage of listings are never to rarely rented, and 38 per cent have been rented for 0 nights
- 30 per cent of units are rented more than 90 nights/year
- 42 per cent of the listings are partial home listings, such as those offering a bedroom or a couch rather than a whole unit.

Stakeholder Engagement

Meetings with stakeholders were very informative and identified some key themes:

- Short Term Rentals are both a need and reality of today's tourism accommodation spectrum

- The main concerns are with commercial operators rather than those offering true home sharing
- Regulation, if implemented, needs to be equitable and straight forward to understand and achieve compliance
- The nuisance concerns expressed are similar to those voiced about rentals/secondary suites in general such as noise, parking, and absentee landlords.

Identifying Options for Regulation

City of Calgary Business Units and external partners, such as Calgary Parking Authority, have many ways to address some of the concerns around STRs while still encouraging their presence in the market, supporting economic empowerment, and providing tourist options. A business licence has been identified as the best tool for ensuring safety and oversight.

Section 1: Background

On 2017 November 20, through Notice of Motion C2017-1180 Short Term Rentals Policy and Bylaws, Council directed Administration to explore the Business Licence, Land Use, Fire and Safety Codes requirements that would ensure STRs, B&Bs and Lodging Houses are subject to the appropriate level of safety and oversight (commensurate with their scale and purpose), and provide a scoping report with options (including costs of implementation) and recommendations through the SPC on Community and Protective Services no later than 2018 Q4.

Administration was directed to look at STRs given the increasing popularity of online platforms that connect travelers with private accommodations. B&Bs, which have land use requirements, and Lodging Houses which have business licence requirements, are also included as part of this Council-directed work. As well, The City has recently received complaints related to over-crowding in suites, un-permitted construction and fire safety concerns.

In 2018 January, a cross departmental project team was initiated with representatives from Calgary Community Standards (CCS), Calgary Growth Strategies, Calgary Building Services (CBS), Law, Calgary Housing, Calgary Fire Department (CFD), and Intergovernmental and Corporate Strategy. The purpose of this project team was to respond to the Notice of Motion and to develop options to ensure these dwellings are subject to the appropriate level of safety and oversight.
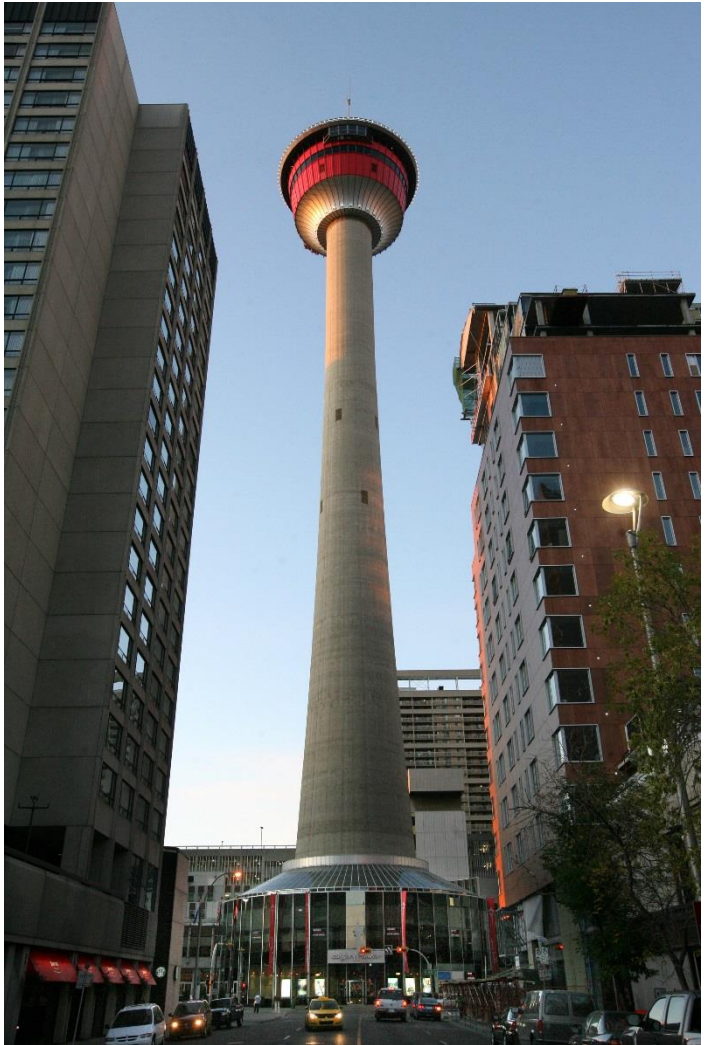
Section 2: What are the Sharing Economy and Short Term Rentals?

Sharing can take many different forms

The level of sharing is dependent on life situations and the degree of desired participation. The sharing ladder (right) illustrates some forms of sharing.

What is the Sharing Economy?

Sharing economy is an umbrella term with a range of meanings, often used to describe a system for sharing assets or services between private individuals, either free or for a fee, typically through online transactions. Originally growing out of the open-source community and referring to peer-to-peer sharing of access to goods and services, the term is now used in a broader sense to describe any sales transactions that are done via online market places, even those that are business to business, rather than peer-to-peer.

What are Short Term Rentals?

A short term residential rental refers to:

- a furnished dwelling unit or a furnished bedroom in a dwelling unit
- rented for a short duration such as one night or one week
- almost always for 30 days or less.
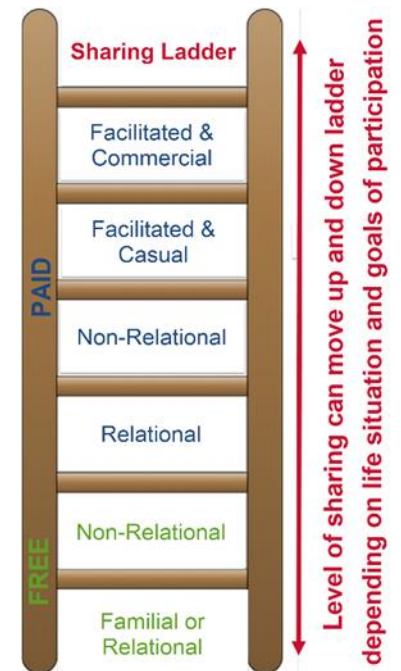
In some cases, operators could be renting out a couch or air mattress, while in other cases they may be renting out multiple rooms within a dwelling to different people.

Common names used for these rentals include Vacation Home Rental, Short Term Vacation Rental, Short Term Rental (STR), Executive Suites, and Apartment Hotel. They are often advertised online or through apps such as AirBnB or VRBO. Short term rentals generally accommodate visitors or temporary residents as opposed to permanent residents. They are different from hotels in that they usually occur in buildings designed and approved for residential purposes.

Section 3: What Accommodation Types are in the Scoping Report?

The market segments that have been identified as in-scope for this report are defined below:

1) Short Term Rental – A short term residential rental refers to a furnished dwelling unit or a furnished bedroom in a dwelling unit, such as a house or condominium apartment, that is rented for a short duration, such as one night or one week, but most often 30 days or less.

In Calgary, a short term rental is considered a dwelling unit in whatever form it takes as is not otherwise defined in the Land Use Bylaw 1P2007 (LUB). Currently, there are no specific provisions for STRs in the Business Licence Bylaw 32M98, however, many recent complaints regarding overcrowding, bylaw infractions, and fire and safety concerns have been addressed through the Lodging House licence category.

Short Term Rentals fall into two categories:

- Vacation Home Rental (Entire unit) - These are generally defined as a furnished dwelling unit rented on a temporary basis and may include a guest suite located on the property of an owner/operator.

- Home Share (Partial Unit) - These are generally defined as an arrangement by which two or more unrelated people share a dwelling. Home sharing facilitated via apps or online platforms are in-scope of this report. Long term roommate arrangements, billets, and homestays are out of scope.

In Calgary, data (Appendix 1) shows that 42 per cent of listings fall under the Home Share category and 58 per cent are in Vacation Home Rentals. Based on the data, this shows a relatively even split between STRs in single/semi-detached dwellings and multi-family dwellings within Calgary.

All rentals, regardless of length of stay, are regulated as dwelling units and must meet the Alberta Building Code (ABC) at time of construction, renovation, or change of use. They must also meet the Alberta Fire Code (AFC) for type of building and use, and provincial Minimum Housing and Health Standards.
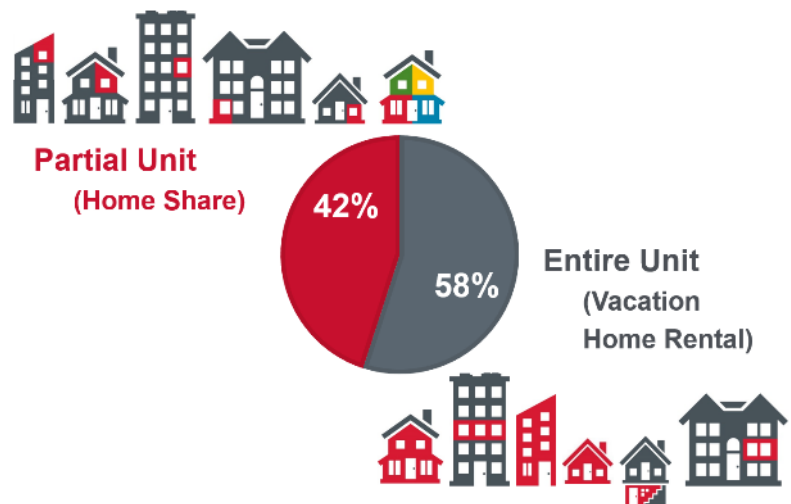
2) Bed & Breakfasts (B&B) – These are defined in the LUB as a single or semi-detached dwelling offering sleeping accommodations and the option of a morning meal to guests, with a maximum of four guest bedrooms. They must be occupied by the operator. B&Bs offering lodging to four or more people require a business licence under the Business Licence Bylaw as a Lodging House. B&Bs may choose to opt in to the Destination Marketing Fee and are only subject to the Alberta Tourism Levy if they offer four rooms for rent.

3) Lodging/Rooming House – These are generally defined as a private house in which rooms are rented for living or staying temporarily where the owner/operator does not live on site. The Business Licence Bylaw defines this accommodation type under Lodging House as a business providing sleeping or lodging accommodation for compensation, with or without meals, for four or more persons. This definition has been interpreted to include the rental of any type of long or short term rental accommodation not covered by other rental licence categories, but was historically intended to manage 'rooming' houses. There is no land use for lodging house or rooming house.

Understanding the Nuance between Bed & Breakfast and Lodging House

The Bed and Breakfast Use and Lodging House Licence are not interchangeable. They have different rules and need to be looked at individually. At this time, two key questions are asked of the owner/operator to determine whether or not they need a development permit, business licence or both. The questions are:

1. **Where will you live while renting rooms?**

   - Bed and Breakfast – the owner must live in the house.
   - Lodging House – the owner does not need to live in the house.
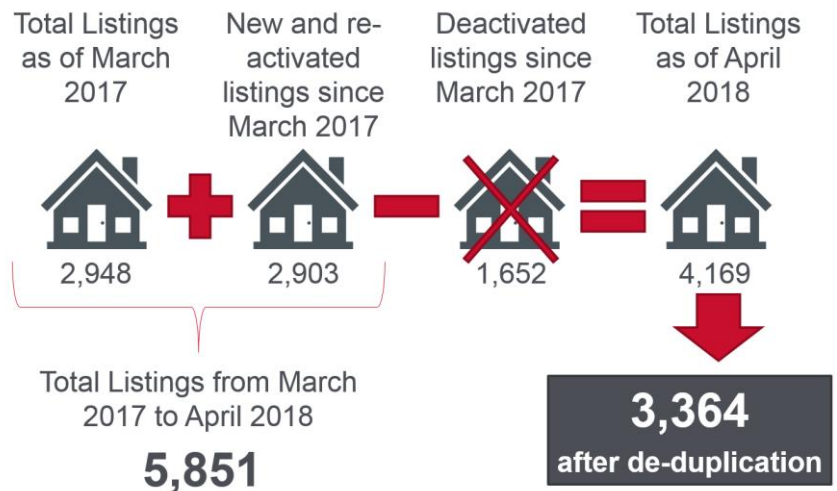
2. **How many guests will you have at any given time?**

   - Bed and Breakfast – no more than four rooms.
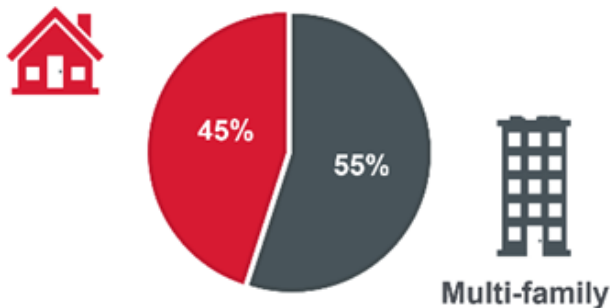   - Lodging House – no less than four occupants

Section 4: Calgary's Short Term Rental Data

To understand the current STR market in Calgary, Administration also worked with a consultant to gather data. This data was collected at two different times to account for market fluctuations: in 2018 April and prior to Stampede in 2018 June (Appendix 1). The consultant's report states that there were 3,364 active rental units listed on various platforms with the majority (88 per cent) listed on AirBnB. A snapshot of the Calgary market showed a high turnover rate in Calgary's STR market from 2017 March to 2018 April, with a total of 5,851 listings posted over that time period. This data indicates the highly fluid nature of the STR market in Calgary.
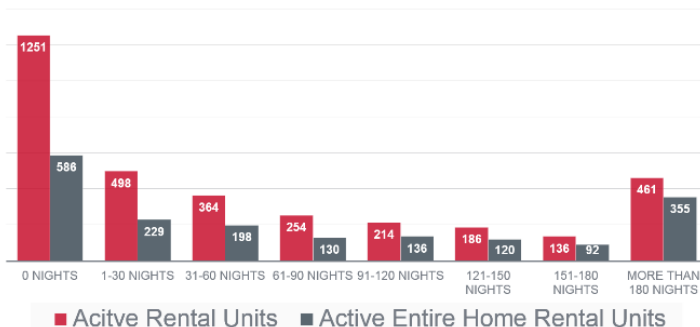
Presence of STRs in Calgary

Total Listings as of March 2017	New and re-activated listings since March 2017	Deactivated listings since March 2017	Total Listings as of April 2018
2,948	2,903	1,652	4,169

Total Listings from March 2017 to April 2018

5,851

3,364
after de-duplication

Single/Semi-detached
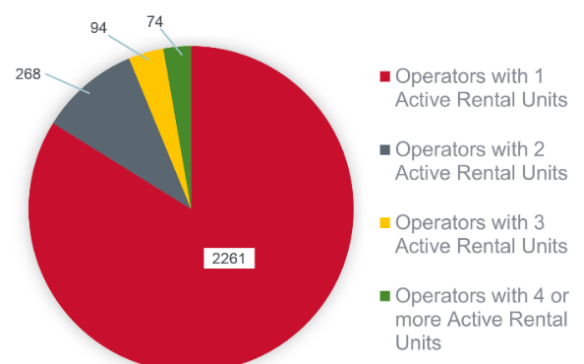

45%   55%

Multi-family

In terms of the types of rentals, 54 per cent are entire home rentals, whole units occupied solely by the guest during their stay. This number represents any entire unit listed on vacation rental platforms, including a furnished suite within a hotel advertised as a standalone unit, an apartment hotel, and a B&B where the owner may vacate the property for the stay of a guest. Also included are condos and single or semi-detached dwellings. The remaining 46 per cent are partial home rental units, offering private or shared room rentals where the host can be physically present onsite during the stay.

Though some exceptions may exist, the listings were for rentals available between 1 and 30 nights. The report notes that 84 per cent of operators had one listing and a very high percentage of these listings are rarely to never rented, and 38 per cent had been rented for 0 nights.

Estimated Annual Nights Rented

	0 NIGHTS	1-30 NIGHTS	31-60 NIGHTS	61-90 NIGHTS	91-120 NIGHTS	121-150 NIGHTS	151-180 NIGHTS	MORE THAN 180 NIGHTS
Active Rental Units	1251	498	364	254	214	186	136	461
Active Entire Home Rental Units	586	229	198	130	136	120	92	355

■ Acitve Rental Units ■ Active Entire Home Rental Units

Units per Operator

268   94   74   2261

■ Operators with 1 Active Rental Units
■ Operators with 2 Active Rental Units
■ Operators with 3 Active Rental Units
■ Operators with 4 or more Active Rental Units

Section 5: Current Regulatory Environment for Market Segments of Short Term Rentals, Bed & Breakfasts and Lodging Houses

To inform work on the scoping report, Administration identified what is currently available to regulate use, activity, and safety to address concerns related to STRs, B&Bs and Lodging Houses, depending on the type of market participant. These include provincial legislation and regulations relating to specific accommodations, public health, and safety codes (building and fire). At the municipal level, business licensing, land use, and bylaw education and compliance may be used to regulate certain activities. In addition, The City partners with other agencies, such as the Calgary Parking Authority, the Calgary Police Service and Alberta Health Services (AHS) to achieve a variety of goals in the community ranging from protecting citizens and visitors to ensuring accommodation meets minimum standards. Administration also identified different tools to collect taxes or fees in the tourist accommodation market including the Alberta Tourism Levy, Destination Marketing Fee and provisions in the Municipal Government Act and City Charter for property tax collection. Each area is explained in the following sections.

Provincial Regulatory Landscape

1) Residential Tenancy Act – The Act applies only to tenancies of residential premises. It does not apply to a hotel, motel, lodge or tourist camp, tourist home, or B&B if a person resides there for less than six consecutive months. In addition, it includes subleasing and states that written consent of the landlord is required for a tenant to sublease.

2) Condominium Property Act – The Act outlines rules for condominium corporations and owners of condo units, including unit rentals, and bylaws governing the condominium corporation, board members and owners. An owner can rent out their unit once they have advised the corporation of:

a) their intent to rent the unit;
b) their service address; and
c) the rental price.

The corporation may require an owner to pay a deposit to cover repairs or damage to common property. This deposit cannot exceed one month's rent. While a condominium corporation cannot limit the owner's ability to rent out the unit, owners and their renters are required to follow the condo bylaws, such as those addressing noise, disturbances and use of the common property.
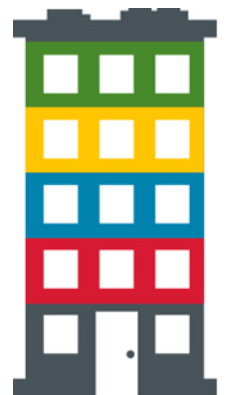
3) Innkeepers Act – The Act sets out rights and responsibilities for operating hotels/motels, boarding houses and lodges. This Act has limited provisions, most of which pertain to guest property and unpaid stays.

4) Public Health Act and Regulations – AHS Environmental Public Health enforces the Minimum Housing and Health Standards, which falls under the Housing Regulation (AR 173/1999) of the Public Health Act. These documents are used to protect and promote the health and well-being of occupants of rental housing premises. The Regulations and Standards establish minimum conditions essential to good health and making housing premises safe, sanitary, and fit for human habitation. Owners are obligated to

ensure the housing premises are structurally sound, in safe condition and in good repair. AHS makes a distinction between owner-occupied and non owner-occupied properties, and inspection practices differ depending on the occupancy. AHS considers a dwelling to be rented if an occupant:

a) is not listed on the land title;
b) is not a dependent or immediate family member of individuals listed on the land title; and
c) is or is not paying rent.

5) Tourism Levy Act – The Act outlines that a four per cent tourism levy is collected on the rental price and applies to the purchase price of the accommodation, excluding the cost of meals and other services. The levy is collected at the time of purchase and remitted to the provincial government. The levy must be collected whenever four or more bedrooms are available for rent separately at the same time at the same location. Whether or not the rooms are, in fact, rented is not the determining factor, simply that they are available for rent.

6) Destination Marketing Fee – This fee is voluntarily collected by hotels in some communities, where it is used to enhance tourism marketing and community initiatives. These fees are not legislated by government (see discussion of City Charter below).

7) Alberta Building Code (ABC) and Alberta Fire Code (AFC) – The Codes contain provisions that deal with the safety of persons in buildings and were developed as complementary and coordinated documents to minimize the possibility of their containing conflicting provisions. It is expected that buildings comply with both the ABC and the AFC. The ABC generally applies at the time of construction and reconstruction while the AFC applies to the operation and maintenance of the fire-related features of buildings in use. The scope of each of these Codes with respect to fire safety and fire protection can be summarized as follows:

The ABC covers the fire safety and fire protection features that are required to be incorporated in a building at the time of its original construction. Building codes typically no longer apply once a building is occupied, unless the building is undergoing alteration, change of use or is being demolished.

The AFC includes provisions for:

a) the on-going maintenance and use of the fire safety and fire protection features incorporated in buildings;
b) the conduct of activities that might cause fire hazards in and around buildings;
c) limitations on hazardous contents in and around buildings;
d) the establishment of fire safety plans; and
e) fire safety at construction and demolition sites.

Buildings altered to provide accommodation to boarders, lodgers or roomers must conform to the ABC that was in effect at the time of the renovation. As a result, provisions for smoke alarms and carbon monoxide alarms vary depending on the time of the build or renovation.

8) The Municipal Government Act (MGA) – The MGA and the City Charter- Part 9, Division 1 of the MGA outlines the parameters for preparing assessments. Calgary is a Charter City and regulations allow for the ability to collect certain fees. Through the City Charter discussions, the Government of Alberta has committed to improving the administration of the existing voluntary Destination Marketing Fee that is charged by some hotels (see above) with the goal of enhancing the transparency and accountability of the revenue generated from the fee.

Municipal Regulatory Landscape

1) Land Use and Development Compliance – Land Use Bylaw 1P2007 (LUB) regulates the use and development of private land. Distinction between uses is typically done through the use, form and intensity of development. It cannot regulate behavior or the type of user. Development Compliance Inspectors ensure development within Calgary is fulfilled in accordance with the Development Authority's approval, and within the legislative requirements of the LUB, the Municipal Government Act, and other applicable legislation.
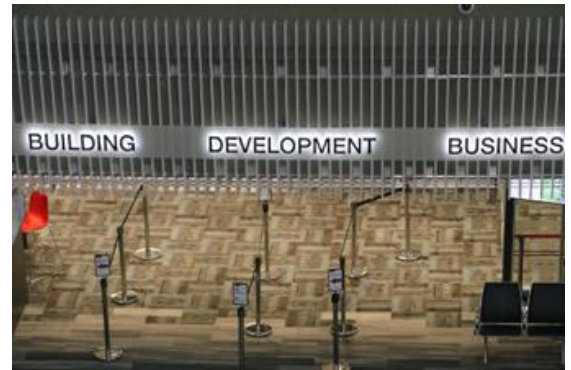
2) Business Licensing – Business Licensing coordinates business activities by requiring business licenses, conducting inspections of business operations, assessing risk and facilitating compliance with applicable bylaws and provincial statutes. Business Licensing encourages responsible business practices to ensure consumer protection. The Business Licence Bylaw requires certain businesses to have a valid licence where:

a) there is a clear danger to public safety;

b) the licensing function clearly assists in legislative compliance such as crime prevention and the recovery of stolen property;

c) some form of consumer protection is warranted such as supplier qualifications, or limitations on the businesses that are conducted at the potential consumer's residence;

d) the operation of the business rather than its location can cause negative spill-over effects into the neighbourhood;

e) the business activity clearly conflicts with the moral values of the citizens of Calgary; or

f) an alternative to the business tax is needed so that some businesses that do not pay the tax do not have an unfair advantage over those that do.

A Business Licence is issued after requirements for each specific licence have been met. Requirements can include having the correct land use for the business activity, completion of a fire inspection, and/or submitting a recommendation from the Security Clearance Unit of the Calgary Police Service. In addition, a Business Licence can outline operating conditions such as hours for certain activities, requirements for record keeping and carrying insurance. Business Licence Inspectors ensure businesses comply with existing rules.

3) Bylaw Education and Compliance – Bylaws are created to protect public health and safety, the environment, and public and private property. Bylaw education and compliance provides enforcement in relation to 24 municipal bylaws, including the Community Standards Bylaw 5M2004 and Waste and

Recycling Bylaw 20M2001. CCS Community Peace Officers can address issues ranging from property maintenance to waste and unsightly properties. They also have the inspection authority and means to remedy situations, and in many cases, the property owner is ultimately responsible.

CCS is also the steward of the Good Neighbour Practices Reference Guide which is an overview of municipal bylaws governing neighbourhood issues. The guide provides an overview of rights and responsibilities of those in the community and includes general information about bylaws pertaining to property.
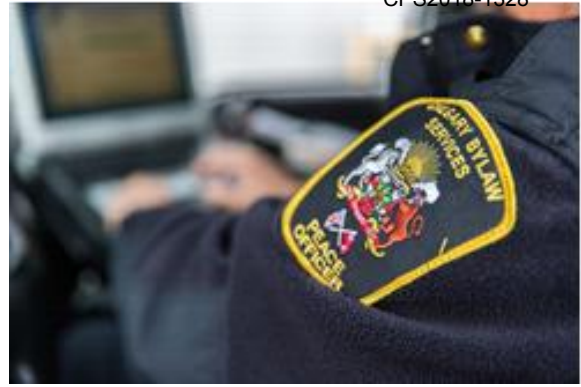
Partnering Agencies

1) Calgary Parking Authority – The Calgary Parking Authority fulfills The City's parking mandates and implements the municipality's parking policies by managing on- and off-street public parking facilities, enforcement programs and providing parking advisory services.

2) Calgary Police Service – The Calgary Police Service plays a key role in addressing community safety, as well as ensuring all citizens feel safe. Service members have a wide range of authorities in legislation including the Innkeepers Act and City of Calgary Bylaws.

3) Alberta Health Services – In Calgary, AHS Environmental Public Health enforces the Housing Regulation and, under it, the Minimum Housing and Health Standards. AHS makes a distinction between owner occupied and non- owner occupied properties, and inspection practices differ depending on the occupancy.

Resolving Issues with STRs Today

If a citizen is having issues with a current STR, there are several existing options for them to consider:

- Issues with AirBnB properties – use their online reporting tool for issues with properties listed on their platform (88 per cent per cent of STRs operating in Calgary are listed on AirBnB).
- Nuisances related to loud parties – call the Calgary Police Service non-emergency number at 403-266-1234 (call 9-1-1 for emergencies or crimes in progress).
- Nuisances such as unsightly property (i.e. overflowing waste bins, accumulation of cigarette butts) – call 311 to request a community peace officer to investigate.
- Unlicensed and unpermitted B&Bs or Lodging Houses – call 311 to request an inspection by Development Compliance and Business Licensing respectively.
- Signage on the property indicating it is an STR – call 311 to report a sign on private property concern and request a community peace officer to investigate.
- Parking concerns – call the Calgary Parking Authority at 403-537-7000.
- Tenants subletting for STRs – landlords can call the Calgary Residential Rental Association (CRRA) and they may be able to assist.
- Public health concerns – call AHS' Calgary office for Environment Public Health at 403-943-2295.
- Unsafe condition of the building (e.g. missing deck railing) – call 311 to report a building code or fire code issue.

Section 6: Jurisdictional Scan

Municipalities across North America have adopted different approaches to regulating STRs dependent on policy goals. Policy makers have acknowledged the need to strike the right balance between encouraging tourism and regulating activity. Some municipalities that experience low rental vacancy, exacerbated by short term rentals, prohibit the short term rental of secondary properties (homes with no live-in owners or renters), and only permit the short term rental of spare bedrooms in their primary homes, or their whole home while they are away.

Municipalities have also tried to mitigate nuisance and safety concerns and provide oversight by administering licenses that require the operators to meet certain standards. These standards include restricting the number of adult guests on site, requirements for safe operation, and/or requirements to provide a 24/7 emergency contact number for the host or other local contact.

The table below is a summary of Short Term Rental regulations, providing a high level summary of other jurisdictions. Due to the constantly evolving nature of STR regulations, this scan can only be considered a snapshot at the time of writing.

Jurisdiction	Development Permit	Operator Licence or Registration	Operator Fees	Company Licence	Principal Residence Only	Annual Cap on Number of Nights	Safety Provision	Nuisance Provision	Hotel Tax Applied	STR Specific Tax
Vancouver	Yes – Conditional Use	✓	✓	✗	✓	✗	✓	✓	✗	✓
Toronto	No – Permitted Use	✓	✓	✓	✓	✗	✗	✗	✗	✓
Austin, TX	No – Permitted Use	✓	✓	✗	✗ ✓ [1]	✗	✓	✓	✓	✗
Chicago, IL	No – Permitted Use [2]	✓	✓	✓	✗ [3]	✗	✓	✓	✓	✓
Denver, CO	No – Permitted Use [4]	✓	✓	✗	✓	✗	✓	✓	✓	✗
Portland, OR	Yes – Type B requires Land Use Conditional Review	✓	✓	✗	✓	✓	✓	✗	✓	✗
San Francisco, CA	No – Permitted Use	✓	✓	✗	✓	✓	✓	✗	✓	✗

1 Licenses granted to allow non-owner occupied short term renting is being phased out.
2 Districts' permitted use of STR can change through successful petitioning of restricted residential zoning. As well, STR companies must not allow shared housing units or vacation rentals from being short term rented if the unit is located in the prohibited buildings list.
3 This is heavily restricted.
4 Homeowners' Associations may prohibit STRs through private covenants and rules

Section 7: Stakeholder Engagement Summary

In 2018 spring, the Short Term Rental (STR) Project Team conducted stakeholder engagement in the Calgary market. Interviews were conducted with several organizations using the same series of questions. Nine of the fourteen stakeholders identified participated in the interviews and are categorized into three groups:

- STR Platforms;
- Community Organizations; and
- Rental, Hotel and Lodging Associations.

The interviews identified the following common key themes under the categories of Issues, Impacts, and Opportunities.

Issue, Impact, Opportunity Type	Concerns
Issues	
Public safety, including consumer protection	• Safety and insurance concerns, as B&Bs are currently exempt from the commercial dishwasher/fire compression system, health and safety should be regulated provincially • Most other regulations should be established by the municipality • Different safety pieces related to hosted versus non-hosted STRs • STRs are not regulated at the same level in terms of safety and insurance as other operations • Requested a review of the current safety codes in place
Effect on other planned and regulated businesses such as hotels	• The regulation of STRs creates an uneven playing field in terms of safety, insurance and standard of appropriate accommodation • A decline in hotel room blocks for events such as weddings • Hotel business models are shifting to adjust to the reality of STRs in the market
Community concerns	• Short term renters do not have a connection to community • No opportunity to build real connection • City should consider community perspective in regulations • Different community groups will have different comfort levels with STRs • City should educate operators on best practice, importance of good relationships with neighbours, and where to direct concerns
Non-customary uses	• Important to understand impact due to commercialization of residential communities • STRs outside city centre spreading economic benefit across city • Events spreading across city (e.g. weddings)

Impacts

Effect on housing stock	• Potential loss of housing stock
Nuisance concerns such as Parking and Waste	• Rely on municipal bylaws to address nuisance concerns • Parking main concern • City should consider relaxing parking requirements • inadequate parking • Owner not present is big issue for unsightly properties • Continuous turnover of people could lead to nuisances and property damage • Nuisances and disruptions are a concern—hotel business model addresses these concerns

Opportunities

Modernize current bylaws	• Modernize current bylaws • Potential to regulate short term rentals • Educate public • Educate operators on best practices • Modernize B&B provisions in Land Use Bylaw • Clarify business licensing rules on residentially zoned areas
Create equity for market participants	• Create level playing field • Collect a Destination Marketing Fee more broadly • Apply Provincial Tourism Levy to more operators • Address property tax discrepancies between residential and non-residential zoned properties
Give property owners the option to utilize their properties	• Potential for operators to make extra income • Opportunity to increase networking between operators • STRs are often in non-traditional tourist areas • Operators are expected to follow tax requirements for the income • Introducing diversity to the market • Not opposed to home sharing as it is different from whole home rentals and understand that homeowners want a recovery on investment, comparable to hotels
Encourage additional tourism	• Opportunity for additional tourism • Would like to see STRs as a recognized accommodation • Result of evolution of tourism and a preferred method of travel for some • City should consider the impacts of STR market growth and increased tourism and networking opportunities • Opportunity for visitors to access a flexible supply of accommodation during Calgary events • Has led to increased tourism in non-traditional stays outside the city centre • Tourism partners see benefits and need for STRs
Cover cost of enforcement	• Other jurisdictions fund enforcement through permitting and/or licensing; and a portion of the Destination Marketing Fee given to the municipal government to cover the costs to regulate the industry

Section 8: Improving Safety and Oversight

The City already has existing methods to address most concerns related to STRs, B&Bs, and Lodging Houses. Administration identified that the STR market in Calgary comprises less than one per cent of the housing stock. Based on Council's direction, Administration investigated business licence, land use and safety code (ABC and AFC) requirements to ensure an appropriate level of safety and oversight of citizens and visitors to Calgary. In addition, Administration considered bylaw education and compliance as part of regulatory oversight. Each of the areas is examined below. Other considerations, such as taxation, collection of fees or levies, or zoning restrictions, would require further direction from Council.

Business Licence

A business licence is a useful tool for providing regulatory oversight for STRs and rooming houses. There are two key reasons for licensing:

- To help ensure consumer protection.
- When the operation of the business rather than its location can cause negative spill-over effects into the neighbourhood.

In the case of STRs and rooming houses—though one is primarily a tourist accommodation and the other a long term rental situation—consumer protection is warranted when multiple rooms are being rented to unrelated people. In addition, a business licence would allow for safety provisions depending on the type of dwelling and business operation (e.g. type of home, ownership, meal included in accommodation), such as ensuring there are functioning smoke detectors, requiring a 24/7 contact person, posting local emergency numbers with a fire exit plan, and maintaining guest records.

In general, The City has seen a high level of compliance by businesses requiring licenses. Licensing requirements can cause some operators to reconsider participation in the market, while others may choose to operate without obtaining a licence or meeting the licence requirements. While issuing business licences is based on specified requirements and not community consultation, it does provide a mechanism for community members to report complaints against business owners who do not comply with laws or the conditions of the licence.

Tourist Accommodation Licence Category

Business Licensing provides a unique opportunity to create tiered licenses for STR operators to ensure they meet requirements specific to their type of operation while administering licence conditions to reduce nuisances, ensure safety requirements are met, and provide cost recovery for enforcement related activities. B&Bs would all require a Tourist Accommodation Licence as well.

As Calgary has the lowest supply of purpose-built rentals at seven per cent, compared to Canada's seven largest cities (Big Cities Report, 2018), it is important that the licence category specifically targets temporary tourist accommodations offered on a shared platform, such as AirBnB, so as to not introduce regulation for all rental supply.

To provide rental housing market context, the table below compares Calgary's rental market to Toronto and Vancouver.

	Vacancy Rate[1]	Average Monthly Rent[2]	Purpose Built Rental Stock (% of total housing supply)[6]
Vancouver	0.9 %	$1,297	14 %
Toronto	1.1 %	$1,296	11 %
Calgary	6.3 %	$1,128	7 %

1 Refers to the primary rental market, which only includes rental units in privately initiated apartment structures containing at least three rental units. CMHC Rental Market Report (2017).
2 Housing in Canada's Big Cities Report, City of Calgary (2018).

There are four main benefits to creating a Tourist Accommodation Licence:

1) Public Safety

Implementing a tiered licence category would allow for Business Licensing to set requirements for obtaining a Tourist Accommodation Licence as well as placing conditions on the licence commensurate with the scale and type of operation. For instance, conditions could include the requirement to post the business licence number with any advertisement for rent, giving guests and other parties a number for directing concerns, and fire safety requirements such as having an operational fire alarm. It would also make it easier to identify those operating without a licence. Business Licence Inspectors would be able to suspend licenses if operators are not complying with laws, acts, bylaws, or licence conditions, an option not available with land use provisions.

2) Consumer protection

The City has many current tools to investigate complaints regarding poor operations such as those violating ABC, AFC, and/or minimum health and housing standards. At this time, Business Licensing, in conjunction with internal and external partners, relies on complaints about STRs and cannot take a proactive role in investigating tourist accommodation complaints because it is not known where they are operating. Specifically, a Tourist Accommodation Licence would provide the

opportunity to disallow multiple or overlapping bookings and hourly rentals in addition to outlining advertising conditions so consumers are aware of the true nature of a booking.

3) Service Quality

A business licence for tourist accommodation would clearly outline requirements and conditions so operators would know the expectations and obligations for operating this type of business in Calgary, ensuring service quality for guests. In addition, Business Licensing would be able to provide best practice information for operators interested in offering the highest standard of accommodation.

Customer reviews from Calgary STR listings

4) Monitoring and Reporting

At this time, the effects of STRs on Calgary's housing stock are minimal as STRs represent only 0.6 per cent of Calgary's overall housing supply. Furthermore, with a 6.3 per cent rental vacancy rate, Calgary does not face the same housing pressures as other major cities, such as Vancouver and Toronto, which have around a one per cent rental vacancy rate (CMHC 2017). A business licence category for STRs could track the STR market, provide insight into trends, and could also provide an avenue for more regulation should STRs have a greater impact on the rental market in the future.

A Tourist Accommodation Licence category with clear rules would ease the investigation process, cover the cost of enforcement, and result in timely resolution of complaints. On the other hand, some may choose not to participate in the STR market due to the increase in requirements. Business Licensing would work to minimize the requirements and costs for infrequent or part-time STR operators while still ensuring safety of citizens and visitors. Before amendments are proposed, Administration recommends targeted stakeholder engagement be conducted to ensure the proposed tiers and associated licence requirements and conditions align with expectations of operators and the public.

Current Lodging House Licence Category

The current licence category of Lodging House is problematic and Administration recommends making revisions. The term "Lodging House" is not reflected in other municipal bylaws including the Land Use Bylaw. References to lodging houses in provincial legislation can be found in Acts related to tourist accommodation and safety codes. As a result of that lack of clarity, this licence category is not applied consistently across the city.

Revising the Lodging House Licence category to reflect its original intent of protecting tenants of rooming and boarding houses, generally those in a long-term rental arrangements, is likely to lead to higher compliance and would increase the consistency of applications across the city. It would also

allow Business Licensing to address concerns from the public about operators who rent multiple rooms in a home to unrelated people without an operator on site.

If Council directs Administration to revise the Lodging House Licence category, a new name for the category as well as a clear definition would better align language with the ABC and AFC. This licence category would then reflect the longer-term rental situations existing in these types of arrangements, which are essential to the affordable housing mix. The revised category would continue to require fire and health inspections to ensure that tenants live in dwellings that adhere to minimum safety and health standards.

Without a revision, the Lodging House Licence category will remain a catch-all for complaints related to rentals without having clear definitions for length, number of rooms rented, and type or number of tenancy agreements. Currently, two Business Licence Inspectors have been taken away from other duties to follow up on the increasing number of complaints for this licence category and without revision, licensed businesses will continue to provide the funding for these investigations. Moving forward with revisions would also outline clearer expectations about the licence category and ensure citizen complaints are directed correctly.

Following amendments to the Business Licence Bylaw, a public education campaign would be required in relation to residential rental properties, including short term rentals. This campaign could include information from the Calgary Police Service on how to verify the identification of a person renting an STR, share information about complying with current bylaws or codes, and outline best practices for those providing rental accommodation.

Land Use

The Land Use Bylaw (LUB) regulates the use of a building or parcel of land but does not regulate duration of tenancy or the relationships between occupants. Once a parcel is approved for a specific land use or a permit is granted for a specific use, it continues until superseded by a new permit or revoked pursuant to the LUB. Enforcement under this bylaw focuses on ensuring land and building use according to applicable rules and that development is completed according to the Development Authority's approval. It is not an appropriate regulatory mechanism for safety and oversight of STRs.

Bed & Breakfasts are defined in the LUB and they require a development permit as they offer hotel-like lodging in up to four separate bedrooms, and may provide food onsite and require parking to accommodate their guests. If Council was interested in regulating STRs or Rooming Houses in the LUB, Administration would need to develop the appropriate definitions, rules and districts for the uses. It would need to be clear as to why the land use impacts of an STR and Rooming Houses are different from a guest staying at a dwelling unit or friends sharing a dwelling unit.

Adding a new use(s) to the LUB to provide safety and oversight to STRs is not being proposed at this time as no planning issues have been identified. Developing new use categories without a policy goal could add unnecessary regulation with unintended consequences.

Safety Codes (ABC and AFC)

The Codes each contain provisions that deal with the safety of persons. The ABC generally applies at the time of construction and renovation, while the AFC applies to the operation and maintenance of the fire-related features of buildings in use. Safety Codes recommendations are not being proposed at this time as they apply regardless of how a dwelling unit is used.

Bylaw Education and Compliance

Bylaws are created to protect public health and safety, the environment, and public and private property. Bylaw Education and Compliance provides enforcement in relation to 25 municipal bylaws, including the Community Standards Bylaw 5M2004 and Waste and Recycling Bylaw 20M2001, to address issues ranging from property maintenance to waste and unsightly concerns. Community Peace Officers have the inspection authorities and means to remedy situations, and in many cases, the property owner is ultimately responsible. While no amendments are recommended to those bylaws at this time, Administration identified the need to increase the number of Community Peace Officers able to respond to nuisance complaints, especially those generated by the sharing economy, through the One Calgary process.

Section 9: Options

Administration has identified five options in response to Council's direction. These options are not mutually exclusive and Council may wish to consider them individually or in combination. The options take into account the issues, impacts, and opportunities identified by internal and external stakeholders, practices in other jurisdictions, and the goal of ensuring STRs, B&Bs, and Lodging Houses are subject to the appropriate level of safety and oversight commensurate with their scale and purpose. The options for consideration are explored below, with implementation plans following the descriptions.

Option 1: Maintain Status Quo

While not recommended, the first option is to maintain the status quo and utilize the current legislative and enforcement tools available to ensure minimum levels of public safety. The number of STRs identified in Calgary represent 0.6 per cent of the housing stock and, if the number increases or complaints continue to rise, further options could be considered again in the future. Maintaining the status quo will not allow for the modernization of bylaws, specifically the Business Licence Bylaw's Lodging House definition as discussed above. In addition, Business Licensing will continue to bear the cost of enforcement without a mechanism to cover that cost. Currently, two Business Licence Inspectors are working on complaints related to the Lodging House category, taking them away from regular duties. Administration has determined that the cost of maintaining the status quo is $320,000 annually. In the absence of clarity to the current Lodging House category, and to address the increased complaints, a request to fund these positions through the Business Licence Reserve Fund was included in One Calgary.

Option	Funded by Current Business Licence Fees	Funded by Mill Rate	Funded by New Business Licence/Fire Inspection Fees
Option 1	$320,000/yr. (annual enforcement cost for two Business Licence Inspectors funded by the Business Licence Reserve Fund)	$0	$0

Option 2: Undertake broad-based public engagement

The second option is to conduct a broad-based public engagement on the direction The City should take on STRs. Given that the current STR market comprises less than one per cent of Calgary housing stock, Administration does not recommend proceeding with a broad-based public engagement at this time. Administration estimates that the one-time cost of this option is $100,000, which would need to be funded by the mill rate. Moreover, the targeted stakeholder engagement included as part of option 3 would collect specific feedback to inform amendments to the Business Licence Bylaw that are recommended in this report.

Option	Funded by Current Business Licence Fees	Funded by Mill Rate	Funded by New Business Licence/Fire Inspection Fees
Option 2		$100,000 (one-time cost for public engagement)	

Option 3: Develop a Tiered Business Licence for Tourist Accommodation Operator

The third option, recommended by Administration, is to develop a tiered business licence category for Tourist Accommodation Operator, capturing both STRs and B&Bs, applying requirements and conditions appropriate to scale and type of operation. This option allows for the ongoing monitoring of the STR market in Calgary and would give Administration data to report to Council in the future should the situation in Calgary change. Administration has determined that the one-time cost of technology upgrades associated with developing the new category would be $10,000 and the targeted stakeholder engagement cost would be $20,000, both funded from the Business Licence Reserve Fund. In addition, two existing Business Licence Inspector positions currently funded by the Business Licence Reserve Fund, would more appropriately be funded by licence fees for the new category as cost recovery. Based on approximately 2,500 inspections annually, CFD would require up to two new Fire Safety Codes Officer positions dependent on the final approved tiers. The maximum cost for these positions would be $356,000 annually for operations and a one-time capital cost of $34,500 per officer for equipment, which would be funded by fire inspection fees.

Option	Funded by Current Business Licence Fees	Funded by Mill Rate	Funded by New Business Licence/Fire Inspection Fees
Option 3*	$10,000 (one-time technology upgrades) $20,000 (targeted engagement)		$356,000/yr. (up to two Fire Safety Codes Officers) $320,000/yr. (two Business Licence Inspectors previously funded by the Business Licence Reserve Fund) $69,000 (one-time cost of equipment for up to two new Fire Safety Codes Officers)

*Recommended option

Option 4: Revise the Lodging House Business Licence Category

The fourth option, also recommended by Administration, in conjunction with option 3, is to revise the current category of Lodging House to reflect its original intent of protecting tenants of rooming and boarding houses and align with language in the ABC and AFC. Administration has determined that the one-time cost to revise this licence category is $5000, to be funded by the Business Licence Reserve Fund.

Option	Funded by Current Business Licence Fees	Funded by Mill Rate	Funded by New Business Licence/Fire Inspection Fees
Option 4*	$5,000 (one-time technology costs)		

*Recommended option

Option 5 - Funding for Public Education

The fifth option recommended by Administration is to undertake a public education campaign in relation to rental properties, including short term rentals. A public education campaign would inform operators of short term rentals of their obligations as well as share best practices on fire safety, health, and guest/renter identity verification information. In addition, citizens with concerns about short term rentals would be informed of where to direct their concerns. Finally, visitors to the city would be able to verify information about what to expect when renting in Calgary. This option acknowledges the potential for increased complaints due to more public awareness. Administration estimates that the one-time cost for a public education campaign is $32,000 to be funded by the Business Licence Reserve Fund.

Option	Funded by Current Business Licence Fees	Funded by Mill Rate	Funded by New Business Licence/Fire Inspection Fees
Option 5*	$32,000 (one-time cost for public education)		

*Recommended option
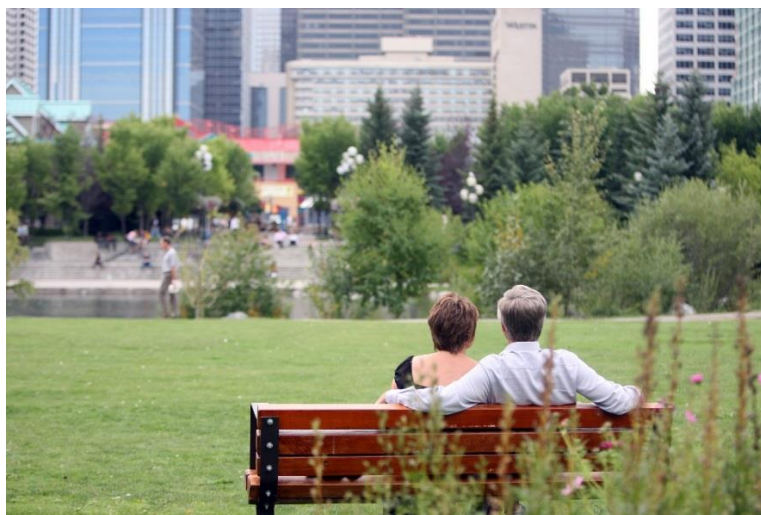
Implementation Overview for Options

The following chart outlines the activites needed to implement the options outlined in the section above.

OPTION	IMPLEMENTATION PLAN
1) Maintain Status Quo	None – current state
2) Undertake broad-based public engagement	Working through Engage!, conduct a broad public engagement in relation to Short Term Rentals.
3) Develop a Business Licence category for Tourist Accommodation	Developing a tiered business licence category for Short Term Rentals, including app or online platform facilitated home sharing and vacation home rentals, and Bed & Breakfasts, in the Business Licence Bylaw would include: a) undertaking a targeted engagement; b) establishing tiered licence requirements, operating conditions, and fee schedule in relation to different tourist accommodation market segments; c) drafting a bylaw amendment; and d) creating an online processing system.
4) Revise the Lodging House Business Licence Category	Revising the Lodging House Licence category would include: a) undertaking a targeted engagement; and b) drafting a bylaw amendment.
5) Funding for Public Education	Developing a public education campaign would include: a) adding information to calgary.ca; b) designing and distributing print communication; c) preparing and planning for information via social communications channels; and d) providing updated information to 311.

Appendix 1: Calgary: Short Term Rental Market Overview

Calgary: Short term Rental Market Overview

By Host Compliance, LLC

Methodology

As a software, data and consulting services provider exclusively focused on helping more than 116 local governments overcome enforcement challenges associated with short term rentals, Host Compliance has developed a set of proprietary data and analytics tools that can provide deep insights into the scale and scope of the short term rental activity in any community and make the enforcement of short term rental regulations effective and economical. In this report, we will provide our findings for Calgary.

Host Compliance's data is collected weekly and for purposes of this report Host Compliance collected, aggregated and de-duplicated all listing data, reviews, calendar info and photos across the world's 50 top short term rental listing sites. We estimate this represents 99 per cent of the total short term rental universe in the City of Calgary's jurisdiction.

The data used for the report was collected during the first week of April, 2018 and the data contained in this report is believed to be highly accurate and representative of the scale and scope of the short term rental market in Calgary as of the date of this report. That said, it is important to acknowledge that the numbers presented, represent a moment in time, a snapshot of the marketplace as it looked like on the day of collection. Short term renting is a dynamic, rapidly evolving industry, with individual operators and entire listing platforms changing on a moment's notice. Absolute numbers change daily and can never truly be captured in a report. Instead, consider the themes, ratios, and trends as indicative of the scale, scope and direction of the market-place.

Gathering data across so many rental platforms presents unique presentation problems. As an example, one physical rental unit may be advertised on multiple sites or might be listed in multiple forms on the same site. Host Compliance therefore de-duplicated all listing data to give a more accurate picture of the true number of unique rental operating in each area of the city. To give a complete picture of the activity we also provide a breakdown of Active Listings, listings that qualify as short term rentals, and unique Rental Units.

For the purposes of this report:

- "Listings" are defined as online advertisements for short term rental units. Examples of listings are found on websites such as airbnb.com, vrbo.com and flipkey.com.
- "Active Listings" are defined as any listing that has either had its booking calendar changed or received a review in the last year. These are strong indicators that a host is still actively managing the listing.
- "Rental Units" are defined as a plot of land, structure or part of a structure offered for use, in return for payment, as sleeping quarters for a single person or group of people, or any grounds, or other facilities or area promised for the use for overnight accommodation and includes, but without limitation, apartment units, boarding houses, rooming houses, mobile home spaces, RVs, boats, tents, treehouses, and single or multi-family dwellings.
- "Active Rental Units" are defined as Rental Units for which there is at least 1 Active Listing.

- "Entire Home Rental Units" are defined as Rental Units that are rented out in their entirety and includes Rental Units where the operator is not physically present in the unit during the stay or the unit is a separate Rental Unit within the operator's home.
- "Partial Home Rental Units" are defined space within a Rental Units such as a couch or a bedroom and are not Entire Home Rental Units.

Unless noted otherwise, the analysis in this report is based on Active Rental Units i.e. Active Listings de-duplicated within and across platforms. Due to rounding, some data tables may not add up to 100 per cent.

Calgary Short term Rental Market Overview

Overall Market Observations

While there are currently 4,169 Listings online for short term rental properties in Calgary, the current number of Active Listings – those that have been updated, edited, or reviewed in the last year is slightly less: 3,780. After de-duplication listings to account for the fact that some rental units are being advertised simultaneously on multiple online platforms - there are currently 3,364 unique Active Rental Units operating in the city. Of the 50 websites included in this study, 88.00 per cent of Calgary's short term rental Active Listings were posted on Airbnb.

55 per cent of Calgary's short term rentals are operated out of single-family homes and 45 per cent are rentals located in multi-family dwellings. In term of the types of rentals, 54 per cent are for Entire Home Rental Units, whole units occupied solely by the guest during their stay. The remaining 46 per cent are Partial Home Rental Units, units offering a private or shared room rentals where the host can be physically present onsite during the stay.

The sizes of the city's Entire Home Rental Units vary: 3 per cent are listed as studios, 36 per cent as 1BR, 35 per cent as 2BR, 13 per cent as 3BR and 6 per cent as 4BR rentals. Only 5 per cent of the city's Entire Home Rental Units are listed as having 5+ bedrooms.

While 3,780 Active Listings and 3,364 unique Active Rental Units may seem like very large numbers, the intensity of use varies dramatically from one short term rental to another and many of Calgary's short term rentals are never or seldom rented, whereas others operate at occupancy rates similar to traditional lodging providers. Specifically, the market in Calgary is slightly dumbbell-shaped, with 52 per cent of the city's short term rental units showing annualized rental activity for 30 or fewer nights per year while 30 per cent of units show annualized rental activity for more than 90 nights per year.

Estimated Annual Rental Frequency for All Rental Units

	0-30 nights	31-60 nights	61-90 nights	91-120 nights	121-150 nights	151-180 nights	181 plus nights
# of Active Rental Units	1749	364	254	214	186	136	461
% of Total Active Rental Units	52 %	11 %	8 %	6 %	6 %	4 %	14 %
				997 Units / 30 % of Total Active Rental Units			

Focusing exclusively on Entire Home Rentals: 44 per cent of Entire Home Rental Units are rented for 30 or less nights per year, whereas 38 per cent show more than 90 nights of annualized rental activity.

Estimated Annual Rental Frequency for Entire Home Rental Units

	0-30 nights	31-60 nights	61-90 nights	91-120 nights	121-150 nights	151-180 nights	181 plus nights
# of Active Entire Home Rental Units	815	198	130	136	120	92	355
% of Total Active Entire Home Rental Units	44 %	11 %	7 %	7 %	7 %	5 %	19 %
				703 Units / 38 % of Total Active Entire Home Rental Units			

In terms of the number of Rental Units per operator, the majority (83.80 per cent) have only 1 Active Rental Unit under management. That said, these numbers may understate the true number of multi-unit operators as many professional operators have begun listing their units under different operator IDs to avoid scrutiny.

	# of Active operators	% of Active operators	Cumulative % of Active operators
Operators with 1 Active Rental Units	2261	83.80 %	83.80 %
Operators with 2 Active Rental Units	268	9.90 %	93.80 %
Operators with 3 Active Rental Units	94	3.50 %	97.30 %
Operators with 4 Active Rental Units	34	1.30 %	98.50 %
Operators with 5 Active Rental Units	13	0.50 %	99.00 %
Operators with 6 Active Rental Units	13	0.50 %	99.50 %
Operators with 7 Active Rental Units	2	0.10 %	99.60 %
Operators with 8 Active Rental Units	1	0.00 %	99.60 %
Operators with 9 Active Rental Units	3	0.10 %	99.70 %
Operators with 10 Active Rental Units	1	0.00 %	99.70 %
Operators with 11 plus Active Rental Units	7	0.30 %	100.00 %
Calgary Total	**2697**	**100.00 %**	**100.00 %**

Market Growth and Turnover

To give a bit of historical context, Host Compliance also ran the numbers for Calgary on March 18, 2017, roughly one year ago. At the time there were 2,948 listings in the city, representing 2,631 unique short term rental units. Compared with April 2018, this implies a growth rate of just over 50 per cent in twelve months. Still, these net growth rates do not properly account for the very large month-to-month and quarter-to-quarter turnover in the city's short term rental market. Specifically, the 50.4 per cent net listing growth rate doesn't show that a total of 1,682 listings have been deactivated since last year, while a total of 2,656 new listings have been created and 247 previously inactive listings have been reactivated over the same time. This implies that 69.6 per cent of Calgary's current listings are new within the last 12 months.

Finally, over the 12-month time-period, a total of 5,851 listings were active in the Calgary market. These are important facts to keep in mind as they paint a clearer picture of 1) the transitory and seasonal nature of the market, and 2) the importance of constantly monitoring the STR market place for compliance if/when the new regulations are adopted. Below, please find more details on this analysis.

Calgary's Short-term Rental Listing Growth and Turnover

A. Total Listings as of March 18, 2017	**2,948**
Plus: B. New Listings added since March 18, 2017	+2,656
Plus: C. Listings re-activated since March 18, 2017	+247
Minus: D. Listings that became inactive between March 2017 and April 2018	-1,652
= Total Listings as of April 5, 2018	**4,169**

Active Listings/Rental Units by Ward

The four largest Wards in terms of Active Rental Units are Ward 8, Ward 7, Ward 11, and Ward 4. In combination 57.30 per cent of all of Calgary's Active Rental Units are located in these four areas:

Calgary's Short-Term Rental Market by Ward

Ward	Active Listings	% of Total	Active Rental Units	% of Total
Calgary Ward 8	664	17.60 %	609	19.90 %
Calgary Ward 7	676	17.90 %	582	19.00 %
Calgary Ward 11	496	13.10 %	460	15.00 %
Calgary Ward 4	329	8.70 %	271	8.90 %
Calgary Ward 9	289	7.60 %	254	8.30 %
Calgary Ward 1	230	6.10 %	198	6.50 %
Calgary Ward 2	170	4.50 %	156	5.10 %
Calgary Ward 6	160	4.20 %	153	5.00 %
Calgary Ward 13	158	4.20 %	142	4.60 %
Calgary Ward 3	151	4.00 %	140	4.60 %
Calgary Ward 12	142	3.80 %	129	4.20 %
Calgary Ward 14	124	3.30 %	103	3.40 %
Calgary Ward 5	98	2.60 %	84	2.70 %
Calgary Ward 10	93	2.50 %	83	2.70 %
Total Calgary	**3780**	**100.00 %**	**3364**	**100.00 %**

Observed Market Changes Between Early April and Late June 2018

The explicit purpose of this updated analysis was to study the effects of the Calgary Stampede on Calgary's short term rental market relative to the baseline data gathered in early April 2018 and as expected we observed several noteworthy changes:

1. While there was slight growth (1.3 per cent) in the number of Active Listings and Active Rental Units between early April and late June on a city-level, the Wards located on the outskirts of the City and furthest away from the Stampede grounds saw double-digit percentage declines in supply. For example, Wards 1, 2, 5 and 13 saw their respective numbers of Active Rental Units decline by 12.1 per cent, 9.0 per cent, 8.3 per cent and 10.6 per cent over the 3-month time-period. This was partially offset by supply growth in Wards 4, 9 and 10 which are all closer to the Stampede grounds.

2. Advertised nightly rental rates decreased considerably from April to June, with the biggest rate cut observed for private and shared room rentals which fell 7.1 per cent and 22.1 per cent respectively. On a citywide basis, the advertised nightly rates for Entire Home listings "only" declined by 5.5 per cent

3. The advertised nightly rate decreased were most pronounced in the Wards located furthest away from the Stampede grounds such as Ward 1, 6 and 14 which saw the advertised nightly rate for entire home listings fall by 14.3 per cent, 25.9 per cent and 20.9 per cent respectively

4. The decline in Active Listings and Active Rental Units in the Wards furthest away from the Stampede grounds was related to a corresponding decrease in the number of Active Hosts in those areas of

the City. The decreased participation in the "sharing-economy" was broad-based and the decline in supply appears to have been a function of regular Calgary residents choosing to capitalize on the expected influx of out-of-town visitors for the Stampede by advertising and making their homes temporarily available for short term rent leading up to the event, but choosing to not pursue such business after having found renters during the festivities. On the contrary, the increase in Active Rental Units in the Wards closes to the Stampede seems to have been driven by "Super-operators" who added additional inventory over the study period.

There were surprisingly few observable changes in Calgary's short term rental market over the 3 months of study. In other words, while the observed temporary market changes appear to have been driven by the Stampede, the less than 1-year study period makes it impossible to conclude if there may also be other seasonal and economic factors playing into the data, or if the data reflects secular trends or broader based changes in Calgary's short term rental market. For the same reason we believe that the findings and statistics compiled in our original April 2018 report still provides a good baseline for understanding the scale, distribution and utilization of Calgary's short term rentals and updating all of the subsequent data will just add more confusion than clarity to the policy debate.

3780
Active Listings

3,364
Active Rental Units

Listing Types

- Single Family [55%]
- Multi Family [45%]
- Unknown [0%]

- Partial Home [42%]
- Entire Home [58%]
- Unknown [0%]
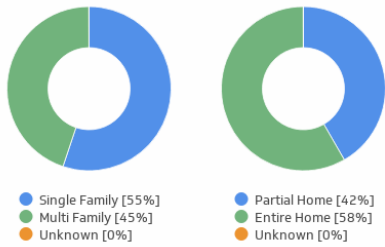
Bedrooms / Bathrooms

% of Active Entire Home Listings

- 0 bedrooms [3%]
- 1 bedroom [36%]
- 2 bedrooms [35%]
- 3 bedrooms [13%]
- 4 bedrooms [6%]
- 5+ bedrooms [5%]
- unknown [2%]

- 0 bathrooms [0%]
- 1 bathroom [56%]
- 2 bathrooms [24%]
- 3 bathrooms [10%]
- 4+ bathrooms [7%]
- unknown [3%]

Minimum Nights

- 1-7 nights [97%]
- 8-14 nights [1%]
- 15-21 nights [1%]
- 22-29 nights [0%]
- 30+ nights [1%]
- Not specified by Host [0%]

Nightly Rate

- $0-$50 [41%]
- $50-$100 [36%]
- $100-$200 [18%]
- $200-$400 [4%]
- $400+ [1%]
- not provided [1%]
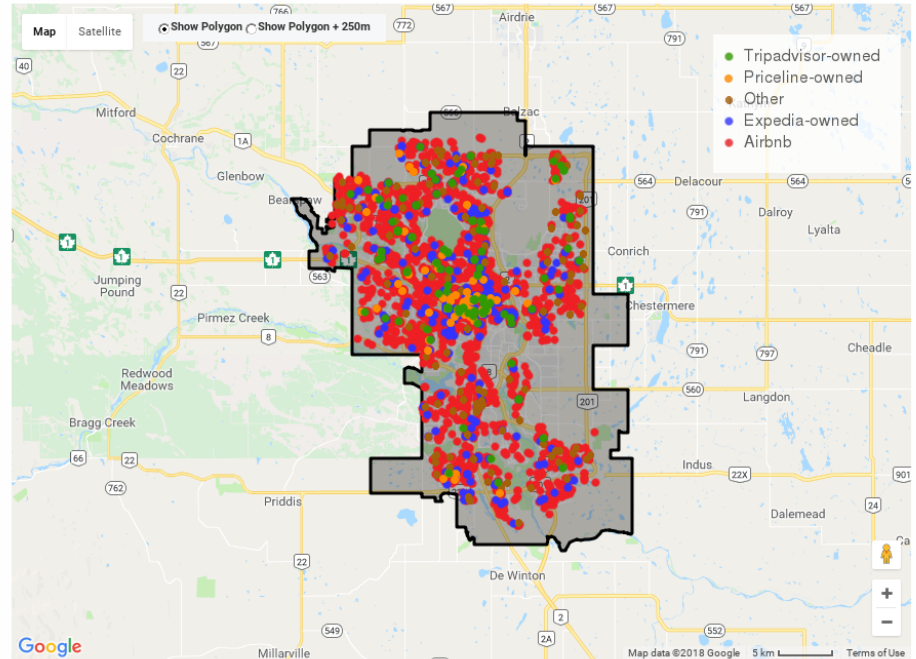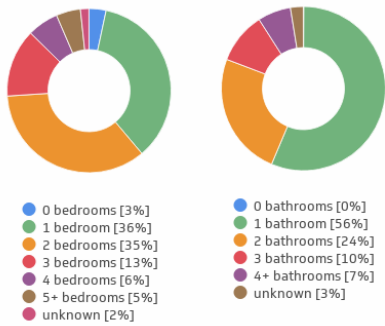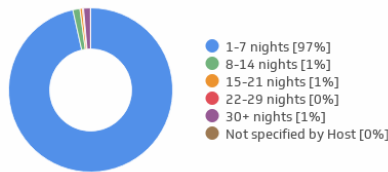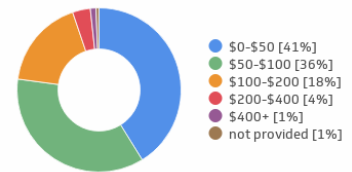
Estimated Annual Rental Revenue

- $0k [37%]
- $0k-$5k [29%]
- $5k-$10k [13%]
- $10k-$25k [16%]
- $25k-$50k [4%]
- $50k+ [1%]

Estimated Annual Nights Rented

- Active Rental Units
- Active Entire Home Rental Units

	Active Rental Units	Active Entire Home Rental Units
0 nights	1251	586
1-30 nights	498	229
31-60 nights	364	198
61-90 nights	254	130
91-120 nights	214	136
121-150 nights	186	120
151-180 nights	136	92
180 nights	461	355

Map legend:
- Tripadvisor-owned
- Priceline-owned
- Other
- Expedia-owned
- Airbnb
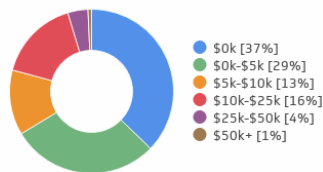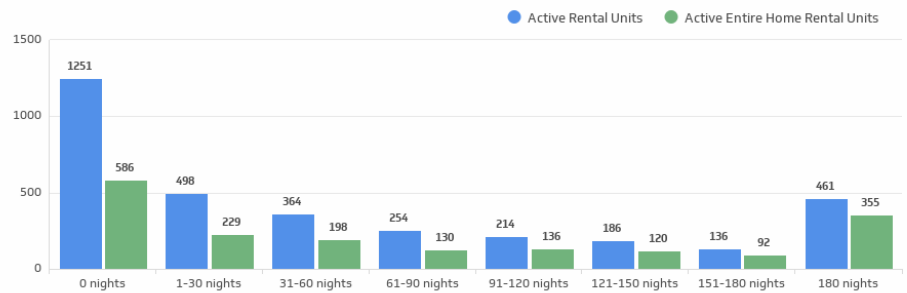
Appendix 2: Cost of Options with Funding Source

Option	Funded by Current Business Licence Fees	Funded by Mill Rate	Funded by New Business Licence/Fire Inspection Fees
Option 1	$320,000/yr. (annual enforcement cost for two Business Licence Inspectors funded by the Business Licence Reserve Fund)	$0	$0
Option 2		$100,000 (one-time cost for public engagement)	
Option 3*	$10,000 (one-time technology upgrades) $20,000 (targeted engagement)		$356,000/yr. (up to two Fire Safety Codes Officers) $320,000/yr. (two Business Licence Inspectors previously funded by the Business Licence Reserve Fund) $69,000 (one-time cost of equipment for up to two new Fire Safety Codes Officers)
Option 4*	$5,000 (one-time technology costs)		
Option 5*	$32,000 (one-time cost for public education)		

*Recommended options

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EXECUTIVE SUMMARY

This report presents the Family and Community Support Services (FCSS) funding recommendations for 2019 to 2021. FCSS is a provincial/municipal partnership that provides funding for preventive social services. The program has been operating in Calgary since its inception in 1966 to enhance the lives of Calgarians experiencing vulnerabilities and to strengthen the community in which we live.

FCSS in Calgary is administered by Calgary Neighbourhoods as part of a continuum of prevention funding streams that also includes funding for the Crime Prevention Investment Plan and the Revised Prevention Investment Framework with mental health and addictions lens. Together these funding streams support community organizations to deliver a range of complementary preventive programs.

The Social Sustainability Framework, approved by Council in 2008 (CPS2008-89), has guided FCSS Calgary funding for the last 10 years.   FCSS Calgary has advanced the Social Sustainability Framework by investing in evidence-based programs and services that contribute to increasing social inclusion and strengthening neighbourhoods. The funding recommendations in this report are based on that framework, as well as on the FCSS Act and Regulation. Recommendations for funding agreements are for one or three years, depending on the outcome of a comprehensive funding review process.

Through this report Administration is also seeking Council's authorization to access up to $750,000 from the FCSS Stabilization Reserve to strengthen the capacity of non-profit organizations to deliver preventive programs that meet the needs of the community. Many Calgarians continue to experience economic and emotional hardship as a result of a sustained economic downturn. One-time funds increase the non-profit sector's capacity to deliver strong, evidence-based social programs to Calgarians and to respond to emerging social issues.

ADMINISTRATION RECOMMENDATION:

That the SPC on Community and Protective Services recommend that Council:
1. Approve the recommended FCSS allocations of $29.7 million for 2019, $28.8 million for 2020 and $28.8 million in 2021, as detailed in the Attachment, and;
2. Authorize Administration to access up to $750,000 from the FCSS Stabilization Reserve in 2019 for the purpose of funding capacity-building initiatives and responses to emerging social issues.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2017 December 06, Council approved FCSS allocations of $8 million for 2018, $3.7 million for 2019 and $1.2 million in 2020 and authorized Administration to access up to $750,000 from the FCSS Stabilization Reserve Fund in 2018 for the purpose of funding organizations for one-time capacity building projects and responding to emerging social issues (CPS2017-1124). This was the most recent of annual funding recommendations Council has approved for this program since 1966.

On 2016 June 20, Council approved an updated policy for FCSS (CPS2016-0397), which streamlined the way in which FCSS is administered in Calgary. Through this report, Council committed to contributing 25 per cent of the overall FCSS Calgary budget and approved the allocation of $1.25 million ($250,000 in 2016, and $500,000 in each of 2017 and 2018) from the

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Stabilization Reserve for the purposes of maintaining the municipal contribution to the FCSS budget for 2016 to 2018, until the next City budget cycle.

On 2014 December 01, as part of *Action* Plan 2015-2018, Council confirmed its commitment to FCSS by sustaining, as part of Community & Neighbourhood Services base operating budget, the municipal contribution at 30 per cent of the overall FCSS budget for a total of $9.4 million annually (C2014-0863).

On 2008 November 03, Council directed FCSS to implement the Social Sustainability Framework (CPS2008-89). This Framework established FCSS funding priorities: increasing social inclusion for vulnerable Calgarians and strengthening neighbourhoods to prevent the concentration of poverty in Calgary.

On 2003 April 07, Council directed the establishment of the FCSS Stabilization Reserve Fund (CPS2003-26) to cover any shortfalls in case the provincial FCSS allocation is less than expected in any given year, and for the purpose of building the capacity of funded agencies as well as responding to emerging issues.

BACKGROUND
FCSS is administered by Calgary Neighbourhoods as part of a continuum of prevention funding streams that includes funding for the Crime Prevention Investment Plan and the Revised Prevention Investment Framework with mental health and addictions lens. FCSS in Calgary is a municipal partnership with the Government of Alberta to provide preventive social programs to Calgarians experiencing vulnerabilities. FCSS is governed by the FCSS Act and Regulation. Through this partnership, the province funds a maximum of 80 per cent of the cost and participating municipalities must contribute a minimum of 20 per cent of the cost. As per the Council Policy on FCSS (CP2016-05), The City of Calgary maintains a 25 per cent contribution level.

One of the cornerstones of FCSS across the province is the provision that allows participating municipalities autonomy in determining the local priorities for funding. As such, in 2008, Calgary City Council approved the Social Sustainability Framework, a strategy to guide FCSS funding priorities in two areas: increasing social inclusion and strengthening neighbourhoods. Within these two overarching priorities, funding is directed to programs that strengthen the social wellbeing of children, youth and families; increase social connection and financial stability among Calgarians experiencing vulnerabilities; and create safe and inspiring neighbourhoods. The Social Sustainability Framework is approaching the end of its 10-year mandate. Administration has conducted a comprehensive evaluation of the Framework and engaged internal and external stakeholders in the development of an updated funding framework that will be completed in the coming year. Through this evaluation, it was confirmed that FCSS funded programs and services delivered in Calgary achieved positive results and that FCSS Calgary should continue to focus its funding on increasing social inclusion for Calgarians experiencing vulnerabilities. The updated Framework will encompass all of The City's prevention funding streams.

To be eligible for FCSS Calgary funding, programs must be consistent with the FCSS Act and Regulation and align with the Social Sustainability Framework. They must collaborate with others to ensure a continuum of preventive services exists in Calgary and avoid duplication in service provision. They must use evidence-based best or promising practices, and report

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progress using defined indicators of social inclusion or strong neighbourhoods. The organizations delivering these programs must also demonstrate sound administrative and governance practices.

The FCSS Stabilization Reserve was established in 2003 to hold unallocated funds resulting from provincial increases at year end. It is used to support capacity-building initiatives, responses to emerging social issues and to cover any shortfalls in case the provincial allocation is less than expected in any given year. Recently the reserve has been accessed by organizations to strengthen their governance structures and program designs, and help people impacted by emerging issues, such as the economic downturn.

INVESTIGATION: ALTERNATIVES AND ANALYSIS
Administration conducts regular reviews of all its funded programs to ensure alignment to Council priorities, response to community issues and impact on Calgarians. The FCSS funding recommendations in this report are based on a review of organizations and programs with funding agreements ending in 2018 including programs that were funded for the 2016 to 2018 period as part of the regular, multi-year funding process. Conducting triennial reviews reduces the administrative burden for organizations and multi-year funding contributes to increased predictability, enabling better long-term planning.

Programs that meet all review criteria are recommended for up to three years of funding. If concerns are identified by Administration during the review process, one year of conditional funding is recommended and the organization must demonstrate by August of the funding year that it has met the condition(s). In the event that a condition is not met, funding will not be recommended beyond the conditional year. If an organization is dissatisfied with the FCSS funding recommended for its programs, a reconsideration process allows the organization to ask questions and receive feedback on the recommendation and have the allocation reassessed. The reconsideration process is completed before the funding recommendations are presented to Council, as per the Council-approved FCSS Policy, approved in 2016.

In 2018, 50 organizations with 101 FCSS-funded programs were reviewed and five of the 101 programs are recommended for one year of conditional funding;
- one of the 101 programs is recommended for one year of funding to align with the contract term of another funded program within the organization;
- one of the 101 programs is recommended for one year of funding to support implementation of updated funding framework.

Funding these organizations to deliver preventive social programs in Calgary results in:
- family members better connecting to one another and parents practicing positive parenting;
- opportunities for children and youth to be engaged in meaningful activities and having the tools to succeed in school;
- individuals learning the skills required to manage their finances;
- communities that are more welcoming of all cultures, ethnicities, ages, sexual orientation and income levels.

The FCSS Annual Report is published in April of each year and highlights the measured impact of these programs in the community. Examples of positive outcomes achieved in 2017 include an increased sense of belonging for children at school, children observing regular positive

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interactions between adults in the household and clients learning the skills to save money each month. FCSS Calgary annual reports, lists of funded organizations, and success stories can be found online at Calgary.ca/fcss.

Stakeholder Engagement, Research and Communication
Administration undertakes various stakeholder engagement and research activities to inform the funding recommendations contained in this report. Through this year's multi-year funding reviews, Administration engaged in robust discussions with board members and staff of 50 non-profit organizations.

The FCSS Calgary Forum established in 2016, enables Administration to work collaboratively with the non-profit sector. The Forum members provide input into the operation of FCSS Calgary, increase awareness of preventive social services and advocate on policy and financial issues.

Administration assesses the impact of its FCSS funding through the use of standardized surveys of social inclusion and strong neighbourhoods. The survey results are analysed and communicated back to the organizations to improve the design and impact of the programs. This continuous cycle of data analysis and program improvement ensures that Calgarians are provided with evidence-based programming that meet their needs.

In addition, Administration provides timely and relevant communication to its partner organizations through quarterly news alerts and an annual satisfaction survey, enabling organizations to have the information they need to maintain their preventive program effectiveness.

Strategic Alignment
FCSS supports the Citizen Priorities of *A Prosperous City* and *A City of Safe and Inspiring Neighbourhoods* by partnering with other orders of government and non-profit organizations to achieve social wellbeing.

The two FCSS funding priorities of increasing social inclusion and strengthening neighbourhoods align with the Calgary 2020 Sustainability Direction in relation to community wellbeing and prosperous economy and also align to the Council-approved social wellbeing principles of prevention; equity; truth and reconciliation; and supporting culture.

The FCSS service delivery model which builds on the knowledge, expertise and leveraging power of non-profit organizations, aligns with the *Investing in Partnerships Policy* and its guiding principles.

As a partner in the *Enough for All Poverty Reduction Strategy*, FCSS invests in programs that address all four pillars of the strategy: strong communities; Indigenous strategies; supports and services; and income and assets.

Finally, the programs funded through FCSS Calgary align with other emerging initiatives, such as the Gender-Equity and Diversity Strategy, Social Wellbeing Principles and the Mental Health and Addiction Strategy.

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Social, Environmental, Economic (External)
The programs recommended for funding through this report increase the social inclusion of vulnerable individuals and families and contribute to safe and inspiring neighbourhoods where the impacts of social isolation and poverty are mitigated.

FCSS allows The City to engage citizens in solving problems, strengthening neighbourhoods and addressing social issues before they escalate. FCSS contributes to complete communities through investments in community development and in the capacity of residents to mobilize and take action to improve their neighbourhoods. Mobilized residents improve natural and built environments, increase access to programs, services and amenities and contribute to a thriving local economy.

The return on investment in preventive social programs is significant. Studies have 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. Strong communities where residents experience a sense of belonging attract a talented workforce that Calgary's economy needs to recover and thrive.

Financial Capacity
Current and Future Operating Budget:
Recommended FCSS funding allocations are within operating budgets to be approved on 2018 November 30. The funds recommended from the FCSS Stabilization Reserve have no present or future impact on the operating budget.

Current and Future Capital Budget:
The recommendations in this report do not have any present or future capital budget impacts.

Risk Assessment
There is a risk that in the long term, funding for preventive social service programs is not adequate or indexed to inflation. To ensure sufficient funding for preventive social programs into the future, Administration will continue to support advocacy for a provincial FCSS funding formula that is indexed to inflation. Such a funding formula would limit the risk of demand exceeding available resources. Administration will support Council's continued work with community partners and other FCSS programs across the province to advocate for sustained funding from the Government of Alberta.

REASON(S) FOR RECOMMENDATION(S):
FCSS is administered by Calgary Neighbourhoods as part of a continuum of prevention funding streams. It has been in operation for over 50 years and has a solid track record of preventing a myriad of social problems before they escalate requiring more costly intervention programs such as policing and justice. The programs recommended for FCSS funding have been assessed through rigorous measures of efficiency and effectiveness. Council's approval of funding for these programs will ensure Calgarians have access to essential preventive social supports.

Access to the FCSS Stabilization Reserve for the purpose of one-time funding will enable non-profit organizations to increase their capacity in delivering prevention programs and responding to emerging social issues. A network of strong and responsive non-profit organizations enables The City to extend its reach in the delivery of essential preventive social programs.

Approval(s): Black, Katie concurs with this report. Author: McPhee, Colleen

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ATTACHMENT(S)

1. 2019-2021 Family and Community Support Services Program Funding Recommendations

2019-2021 FCSS Program Funding Recommendations

Funding recommendations are made for one or three years.

• One year of funding is recommended to align with the contract term of other funded programs within the organization and/or for organizations that require more time to address challenging governance situations and/or to demonstrate their alignment to evidence-based practice. Where Administration recommends conditions accompany funding, those are marked in the column called "Note #" to the left of the organization name.
• A three-year funding recommendation is made for strong organizations with good governance structures and exemplary programming.

Note #		Organization Name	Program Name	Recommended for Approval 2019	Recommended for Approval 2020	Recommended for Approval 2021
1		Aboriginal Friendship Centre of Calgary	- Honoring the Bonds: Parenting Program	108,979	108,979	108,979
2		Alexandra Community Health Centre	The Alex Food and Wellness Program, Community Food Centre	145,116	145,116	145,116
3		Alexandra Community Health Centre	The Alex Youth Health Centre, Intensive Case Management	132,000	132,000	132,000
4		Alexandra Community Health Centre	- YouthLaw @ The Alex, Young Voices Healthy Lives	71,818	71,818	71,818
5		Aspen Family and Community Network Society	- Community Connections	431,684	431,684	431,684
6		Aspen Family and Community Network Society	- Youth Matters	239,969	239,969	239,969
7		Awo Taan Healing Lodge Society	- Youth Mentorship Program	145,894	145,894	145,894
8		Big Brothers and Big Sisters Society of Calgary and Area	- Community 1:1 Mentoring	201,534	201,534	201,534
9		Big Brothers and Big Sisters Society of Calgary and Area	- In-School Mentoring	195,836	195,836	195,836
10		Bow Cliff Seniors	- Seniors Programs	100,497	100,497	100,497
11		Bowness Seniors' Centre	- Seniors Programs	83,161	83,161	83,161
12		Brenda Strafford Society for the Prevention of Domestic Violence, The	- Counselling and Support Services	150,302	150,302	150,302
13		Calgary Bridge Foundation For Youth, The	- CAS, Bridge Club	329,134	329,134	329,134
14		Calgary Bridge Foundation For Youth, The	- CAS, NxtGen	348,556	348,556	348,556
15		Calgary Chinese Community Service Association	CAS, Supercool Afterschool and World Culture Society	77,718	77,718	77,718
16		Calgary Chinese Community Service Association	- The Bridge Program	111,640	111,640	111,640
17		Calgary Chinese Elderly Citizens' Association, The	- Chinese Community Helpers Program	123,833	123,833	123,833
18		Calgary Chinese Elderly Citizens' Association, The	- Support Programs	107,221	107,221	107,221
19		Calgary Chinese Elderly Citizens' Association, The	- The Way in Program - Older Adult Outreach	354,649	354,649	354,649
20		Calgary Communities Against Sexual Abuse	- "Who Do You Tell?"	357,252	357,252	357,252
21		Calgary Counselling Centre	- Family Violence Program	291,415	291,415	291,415
22		Calgary Counselling Centre	Responsible Choices for Children and Parents Program	77,465	77,465	77,465
23		Calgary Drop-In & Rehab Centre Society	Participation and Integration into the Community (PIC) Program	27,245		
24	A,B	Calgary Drop-In & Rehab Centre Society	- Volunteer and Community Engagement Program	440,558		
25		Calgary John Howard Society, The	Kisisskstaki Ikamotaan (Formerly Aboriginal Youth Outreach Program)	90,928	90,928	90,928
26		Calgary Legal Guidance Society	- Social Benefits Advocacy Program	273,824	273,824	273,824
27		Calgary Meals on Wheels	- Home Meal Delivery Program	552,854	552,854	552,854
28		Calgary Neighbourhoods	- Age Friendly Calgary	679,234	679,234	679,234
29		Calgary Neighbourhoods	- CAS, Children's Programs	285,519	285,519	285,519
30		Calgary Neighbourhoods	- CAS, Youth Programs	285,518	285,518	285,518
31		Calgary Neighbourhoods	- Community and Social Development Program	2,799,763	2,799,763	2,799,763
32		Calgary Neighbourhoods	- FCSS Administration and Planning	1,819,540	1,819,540	1,819,540
33		Calgary Neighbourhoods	- Prevention Funding Framework Implementation	42,199		
34		Calgary Neighbourhoods	- Strategic Social Research and Planning	806,239	806,239	806,239
35		Calgary Seniors' Resource Society	- Outreach (The Way In)	305,106	305,106	305,106
36		Calgary Seniors' Resource Society	- SeniorConnect Gatekeeper Program	437,970	437,970	437,970
37		Calgary Seniors' Resource Society	- Social Inclusion Supports for Vulnerable Seniors	218,041	218,041	218,041
38		Calgary Sexual Health Centre Society	- Advancing Healthy Relationships	387,986	387,986	387,986
39		Calgary Sexual Health Centre Society	- WiseGuyz	239,394	239,394	239,394
40		Calgary Women's Emergency Shelter Association	- Community Services Counselling Program	427,569	427,569	427,569

Note #		Organization Name	Program Name	Recommended for Approval 2019	Recommended for Approval 2020	Recommended for Approval 2021
41		Calgary Young Women's Christian Association	- Adult Counselling Program	644,466	644,466	644,466
42		Calgary Young Women's Christian Association	- Child Development - Children's Group	242,095	242,095	242,095
43		Calgary Young Women's Christian Association	- Child Development - Parent's Group	221,920	221,920	221,920
44		Calgary Young Women's Christian Association	- Community Outreach	180,450	180,450	180,450
45		Calgary Youth Justice Society	- In the Lead	142,032	142,032	142,032
46		Canlearn Society for Persons with Learning Difficulties, The	- CanLearn Friends	201,036	201,036	201,036
47		Canlearn Society for Persons with Learning Difficulties, The	- Families Learning Together	97,755	97,755	97,755
48		Canlearn Society for Persons with Learning Difficulties, The	- Taking Charge	84,866	84,866	84,866
49		Carya Society of Calgary	- Carya East Village	157,015	157,015	157,015
50		Carya Society of Calgary	- CAS, Starbright and Odyssey	161,459	161,459	161,459
51		Carya Society of Calgary	- Community Financial Engagement	65,973	65,973	65,973
52		Carya Society of Calgary	- In Sync	75,379	75,379	75,379
53		Carya Society of Calgary	- Older Adult: Community Development	610,305	610,305	610,305
54		Carya Society of Calgary	- Older Adult Counselling	292,568	292,568	292,568
55		Carya Society of Calgary	- Preventive Counselling	1,740,229	1,740,229	1,740,229
56		Carya Society of Calgary	- Prime Time	158,979	158,979	158,979
57		Carya Society of Calgary	- Starburst	76,377	76,377	76,377
58		Carya Society of Calgary	- The Way In Program: Older Adult Outreach	1,563,006	1,563,006	1,563,006
59		Centre for Newcomers Society of Calgary	- Multicultural Peer Mentorship Program	112,210	112,210	112,210
60		Centre for Newcomers Society of Calgary	- Volunteer Development Program	108,979	108,979	108,979
61		Children's Cottage Society of Calgary, An Alberta Society, The	- In-Home Infant Respite Care Program	123,854	123,854	123,854
62		Closer to Home Community Services Society	- Critical Hours	73,062	73,062	73,062
63		Closer to Home Community Services Society	- Family Diversionary	72,802	72,802	72,802
64		Discovery House Family Violence Prevention Society	- Child and Youth Program	540,493	540,493	540,493
65		Distress Centre Calgary	- Crisis Services	691,014	691,014	691,014
66		Distress Centre Calgary	- 211	625,715	625,715	625,715
67		Families Matter Society of Calgary	- CAS, Frontrunners	83,433	83,433	83,433
68		Families Matter Society of Calgary	- Family Resilience Program	389,898	389,898	389,898
69		Families Matter Society of Calgary	- Perinatal Mental Health Program	271,393	271,393	271,393
70		Families Matter Society of Calgary	- Successful Young Parents	57,585	57,585	57,585
71		Good Companions 50 Plus Club	- Seniors Programs	73,904	73,904	73,904
72		Greater Forest Lawn Senior Citizens Society, The	- Seniors Programs	156,798	156,798	156,798
73		HIV Community Link Society	- Strong Voices HIV Prevention Program	97,493	97,493	97,493
74	A,B,C,D	Huntington Hills Community Association	- Building Strong Lone Parent Support Program	96,503		
75		Jewish Family Service (Calgary)	- Older Adults (The Way in)	264,882	264,882	264,882
76		Kerby Assembly	- Education and Recreation Program	207,491	207,491	207,491
77		Kerby Assembly	- Financial and Social Benefits Program	182,915	182,915	182,915
78		Kerby Assembly	- Thrive	190,021	190,021	190,021
79		Kerby Assembly	- Volunteer Program	116,529	116,529	116,529
80	A,B,C	LinkAges Society of Alberta	- IG After School	98,689		
81		McMan Youth, Family and Community Services Association	- Hope Homes	26,661	26,661	26,661
82		McMan Youth, Family and Community Services Association	- Youth Alternative Program (YAP)	215,712	215,712	215,712
83		Metis Calgary Family Services Society	- Calgary Afterschood Little Thurnderbirds	87,190	87,190	87,190
84		Metis Calgary Family Services Society	- Little Dancing Buffalo Cultural Teaching Program	81,144	81,144	81,144
85		Metis Calgary Family Services Society	- Native Network Positive Parenting Program	527,912	527,912	527,912
86	A, D	Millican Ogden Community Association	- Community Connections Program	86,238		
87	A, D	Millican Ogden Community Association	- Mo's Place (CAS)	72,145		

Note #	Organization Name	Program Name	Recommended for Approval 2019	Recommended for Approval 2020	Recommended for Approval 2021
88	Momentum Community Economic Development Society	- Asset Building Program	495,901	495,901	495,901
89	Momentum Community Economic Development Society	- Public Policy Program	257,486	257,486	257,486
90	Momentum Community Economic Development Society	- Thriving Communities Program	291,358	291,358	291,358
91	Native Addictions Services Society	- Cultural Initiative for Healing	103,476	103,476	103,476
92	Native Addictions Services Society	- Family Counselling Program	76,010	76,010	76,010
93	Ogden House Seniors	- Seniors Program	186,083	186,083	186,083
94	Sagesse Domestic Violence Prevention Society	- Peer Support Volunteer Program	118,720	118,720	118,720
95	Two Wheel View	- Earn-a-Bike	263,027	263,027	263,027
96	Urban Society for Aboriginal Youth	- Indigenous Inclusion Program (IIP)	100,847	100,847	100,847
97	West Hillhurst Go-Getters (Seniors Citizens) Association	- Seniors Programs	84,574	84,574	84,574
98	Women's Centre of Calgary	- Community Capacity Building Among Peers	598,986	598,986	598,986
99	Women's Centre of Calgary	- Girl Power, Girl Force, Girl Up!	122,895	122,895	122,895
100	Women's Centre of Calgary	- Work for Change: A Women's Policy Agenda	92,100	92,100	92,100
101	Youth Central Society	- Youth Leadership Development	147,084	147,084	147,084
	ANNUAL FUNDING ALLOCATIONS		29,692,277	28,828,702	28,828,702
			A	B	C

NOTES:

A. Funding after 2019 will depend upon the organization demonstrating that the funded program is using evidence-based research and best or promising practices as defined by FCSS, by Aug 31, 2019

B. Funding after 2019 will depend upon the organization demonstrating that the program is able to effectively engage and positively impact Calgarians who are experiencing vulnerabilities, as defined by FCSS, by Aug 31, 2019

C. Funding after 2019 will depend upon the organization demonstrating organizational capacity and financial stability by Aug 31, 2019

D. Funding after 2019 will depend upon the organization collecting and reporting Social Inclusion Indicator data via FSII database by the 15th of each month on an ongoing basis by Aug 31, 2019

Detailed information on each program is available at *calgary.ca/fcss*

Chief Financial Officer's Report to   **ISC: UNRESTRICTED**
SPC on Community and Protective Services   **CPS2018-1253**
2018 December 05

Multilingual Communications and Engagement

EXECUTIVE SUMMARY

Council and citizen priorities identify opportunities for all Calgarians to participate in civic life to help create a prosperous city with inspiring neighbourhoods. Approximately one fifth of the city's population is comprised of residents whose primary home language is not English or French; and one third of The City's population is comprised of residents whose mother tongue (the language first learned at home in childhood and still understood by the individual) is not English or French. Between 2011 and 2016, the immigrant population in Calgary grew faster than the general population. The Government of Canada projects immigration will continue to be the main driver of population growth in Calgary until at least 2036.

Council requested Administration to research the resourcing needs of the Office of the Councillors and the Office of the Mayor as they relate to communications and engagement with Calgary's multicultural communities and those with limited English language skills. Custom strategies will be required to better reach multicultural communities in Calgary through online, in-person and print communications and engagement. Equitable investment in translation and interpretation for certain wards will assist in bridging some language barriers. The purpose of this work is to build strategies to strengthen the connection with these citizens, support them during their settlement journey, develop a sense of belonging in their communities, and encourage participation in civic life. The intent is not to discourage these groups from learning English or adapting to life in Canada.

The funds approved through OneCalgary for the Office of the Councillors ($70K) will be distributed to wards based on their multicultural needs and aligned to Statistics Canada data. Translation services can be requested through the CSC planner assigned to the Office of the Councillors. The funds will be tracked to manage equitable distribution, and the information will help project and plan for future years. The Office of the Councillors will be tracking how the budget is utilized.

> **ADMINISTRATION RECOMMENDATION:**
> 1. Direct Administration to utilize Statistics Canada census data to produce a map displaying demographic data such as languages spoken.
> 2. Approve $70K through One Calgary to resource the translation and interpretation needs of Council for communication and engagement activities (i.e. online, in-person, and print), and distribute the funds equitably to wards based on demographic analysis.
> 3. Evaluate and report back by Q4 2019 to determine if resourcing is adequate.

PREVIOUS COUNCIL DIRECTION / POLICY

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

> Research and report back to Council through the Standing Policy Committee on Community and Protective Services no later than Q4 2018 on the resourcing needs of the Office of the Councillors and the Office of the Mayor as they relate to communications and engagement with ethnically diverse communities in Calgary.

Approval(s): GM Carla Maleconcurs with this report. Author: Aisha Sinclair

Chief Financial Officer's Report to
SPC on Community and Protective Services
2018 December 05

Multilingual Communications and Engagement

BACKGROUND

In 2018 Q3, a Multilingual Communications Survey with the Office of the Councillors and the Office of the Mayor was conducted to better understand resourcing needs for translation and interpretation services (Attachment 1). The survey included questions on communication channels, translation or interpretation services currently used, top languages spoken in each ward, and the projection of ward-specific funding related to this work.

There are a variety of Administrative resources that consider the needs of Calgary's population by ward:

- Calgary Neighbourhoods compile *The City of Calgary's Ward and Community Profiles* which include community and ward level information.
- In 2017, the multicultural strategy was initiated to identify and understand the needs of immigrant and multicultural communities in Calgary. The strategy has delivered comprehensive reports, marketing tools, and media catalogues related to Calgary's top five non-official languages: (1) Chinese languages, (2) Punjabi, (3) Filipino/Tagalog, (4) Spanish and (5) Arabic.
- The Engage Framework outlines the best ways to reach, involve and hear from those who are impacted by City projects and decisions (Attachment 2).

Several sources were referenced as part of this analysis to help identify the demographics of Calgary's multicultural communities and their communication needs and preferences.

According to the 2016 federal census:

- About 2.5 per cent, or one in forty Calgarians, did not have knowledge of the English language, and the population of non-English speakers was not evenly distributed across the city.
- The percentage of residents in each ward that were not English speakers ranged from 0.9 per cent to 7.1 per cent.
- The 2016 federal census also stated 17.2 per cent, or one in six Calgarians, spoke a language other than English most often at home.
- The percentage of residents in each ward that did not speak English most often at home ranged from 7.3 per cent to 44 per cent.

As ambassadors for citizens and The City of Calgary, the communication channels used by the Councillors and the Mayor act as important sources of information. Findings from the 2018 Q3 Councillor and Mayor Survey (Attachment 1) showed:

- All offices utilize social media channels to communicate with citizens, while other channels used include community events, newsletters and email.
- Differences in the demographics and multilingual needs of each ward, indicating some with higher needs than others.
- 11 of the 16 respondents do not use translation or interpretation services.
- Wards requiring translation and interpretation often receive these services from a member of the ward office (or Mayor's office), a volunteer or a citizen's family member.
- Several key primary languages were identified by the Councillors' and Mayor's Offices: Punjabi, Chinese languages, Filipino/Tagalog, Vietnamese, Urdu, Spanish, French and Arabic. These languages are in line with the Statistics Canada data.

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Multilingual Communications and Engagement

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Considerations for Council Communications

Prior to the development of the multicultural strategy, The City largely communicated with citizens in English through mainstream channels. This has resulted in an unintentional barrier to services and civic participation with multicultural Calgarians. An effective strategy to overcome this barrier is to adapt communication messages and channels based on demographic, cultural and language needs using an equitable approach.

The next 12 months will be used to understand and track the translation and interpretation needs of The Mayor and Council. The funds approved through OneCalgary for the Office of the Councillors ($70K) will be distributed to wards based on their multicultural needs and aligned to Statistics Canada data. This information will help project and plan for future years and ensure the equitable distribution of funds. The Multilingual Communications Survey and Statistics Canada data indicate a need for the Offices of the Mayor and Councillors to:

1. Apply custom strategies to communications and engagement tactics to reach diverse communities in Calgary, selecting channels most appropriate to the audience.
2. Apply plain language for clarity, making translation easier for Calgarians with a developing comprehension of English.
3. Invest appropriately in wards with a high or moderate multicultural population in translation and interpretation services based on the needs of constituents. Benchmarks from other municipalities indicate these services should be used when at least 3 to 5 per cent of the target audience speaks that language. This approach can be applied to the main communication channels used by the Offices of the Mayor and Councillors:
   - Community events and in-person ward-hosted events: Interpretation services will be made available.
   - Temporary signs, printed materials and collateral, and paid media: Messages should be translated into relevant languages and distributed through applicable communication channels.
   - Email and community newsletters, and ward website: Where it is not possible to make content available in multiple languages, important messages should be translated into relevant languages and made available through alternative communication channels.
   - Twitter, Facebook and Instagram: social media platforms do not yet strongly support multilingual communication. Tactics such as recognizing culturally relevant events can be adopted to promote inclusion. A calendar with these events can be shared with members of Council.
   - YouTube: Subtitled versions of videos that communicate key information could be made available based on priority and need.
4. Invest less in wards with a low multicultural population, while continuing to monitor demographic data.
5. Utilize consistent translation and interpretation services, such as those provided by Customer Service and Communications, to ensure consistency and realize cost efficiencies.

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Multilingual Communications and Engagement

Stakeholder Engagement, Research and Communication

The recommendation was developed through a variety of inputs:

- Utilized Statistics Canada data to better understand the demographics of Calgary's multicultural communities and how this can support Council communications.
- Conducted a survey with the Office of the Councillors and the Office of the Mayor to identify their multicultural communications and engagement needs.
- Engaged with Calgary's top four multicultural communities, based on primary language spoken at home, to develop the multicultural strategy

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 aligns to the Social Wellbeing Principles designed to provide equitable services by removing barriers to access and inclusion, and to support and grow culture. The strategy is embedded in the One Calgary service plans and budgets, and supports the Resilience Framework and Cultural Plan for Calgary.

Social, Environmental, Economic (External)

Social: This work will improve integration and social inclusion for the multicultural and immigrant population in Calgary, decreasing enclaves and increasing the relevance of services for these communities. The City will strive to create a sense of belonging for these groups of newcomers, improving their civic participation, and creating a better understanding of City services. This will include what those services are, how and where to access services, and understanding City policies and bylaws. A city with a strong sense of inclusion and improved civic participation across all quadrants will strengthen the social fabric of Calgary and its communities.

Economic: Reducing redundancy and duplication of translation services will result in cost avoidance. Administration support for this will include a corporate translation bank that includes relevant and frequently used content translated into the top five languages.

Financial Capacity

Current and Future Operating Budget:

Funding ($70K) to support Mayor and ward communications and engagement with Calgary's multicultural communities has been requested as part of One Calgary service plans and budgets (subject to Council's approval). These funds are intended to be distributed using an equitable approach.

Current and Future Capital Budget:

There are no capital budget implications associated with this report.

Risk Assessment

Council needs to keep pace with Calgary's immigration trends and the needs of their constituents and citizens. Effective communication and engagement with Calgary's multicultural communities must be considered now, or significant resources could be required in the future to reach these growing groups.

Approval(s): GM Carla Male concurs with this report. Author: Aisha Sinclair

Multilingual Communications and Engagement

To avoid the risk of perpetuating ethnic enclaves in Calgary, The City must utilize tactics such as translation and interpretation to better reach first-generation immigrants, which will support a better connection between future generations and The City.

To mitigate this risk of unintentional exclusion of other multicultural communities, 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 the various segments of Calgary's population.

There is a risk 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. Training sessions are being held for the Councillors and Mayor's Offices, as well as Administration to increase awareness, adoption and leadership.

REASON(S) FOR RECOMMENDATION(S):

The City commits to keeping pace with community needs and demonstrating leadership and support for social inclusion through improving communication and engagement with Calgary's growing multicultural community.

ATTACHMENT(S)
1. Attachment 1 – Multilingual Communications Survey Report
2. Attachment 2 – Engage Framework Guiding Principles

Multilingual Communications Survey Report
A survey of the Office of the Councillors and the Office of the Mayor

Background and Methodology

Background

In April 2018, a Notice of Motion (NoM) CPS2018-0-945, for a Multilingual Communications & Engagement Policy was brought forward to Council. As Council priorities identify the need to include opportunities for all Calgarians to participate in civic life to help create a prosperous city, this NoM highlighted current language barriers in place that hinder this opportunity to engage in civic life for many citizens.

Methodology

A survey was conducted to gain a better understanding of the resourcing needs of Councillors and their ward offices for translation and interpretation services. The survey was conducted from July 24 to 27, 2018 and was sent to each Councillor and their ward office assistant. A representative from each of the 14 ward offices (2 from Ward 14) and the Office of the Mayor completed the survey, for a total of 16 completed surveys.
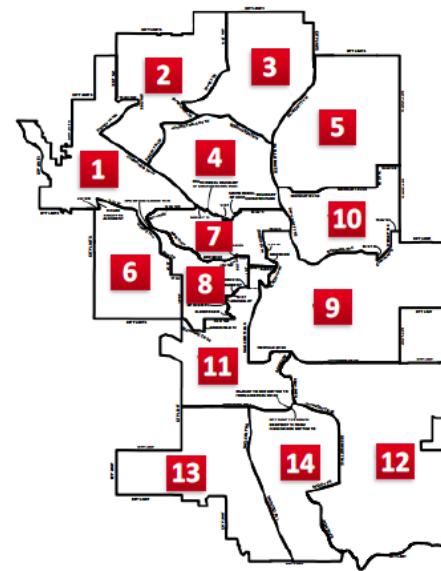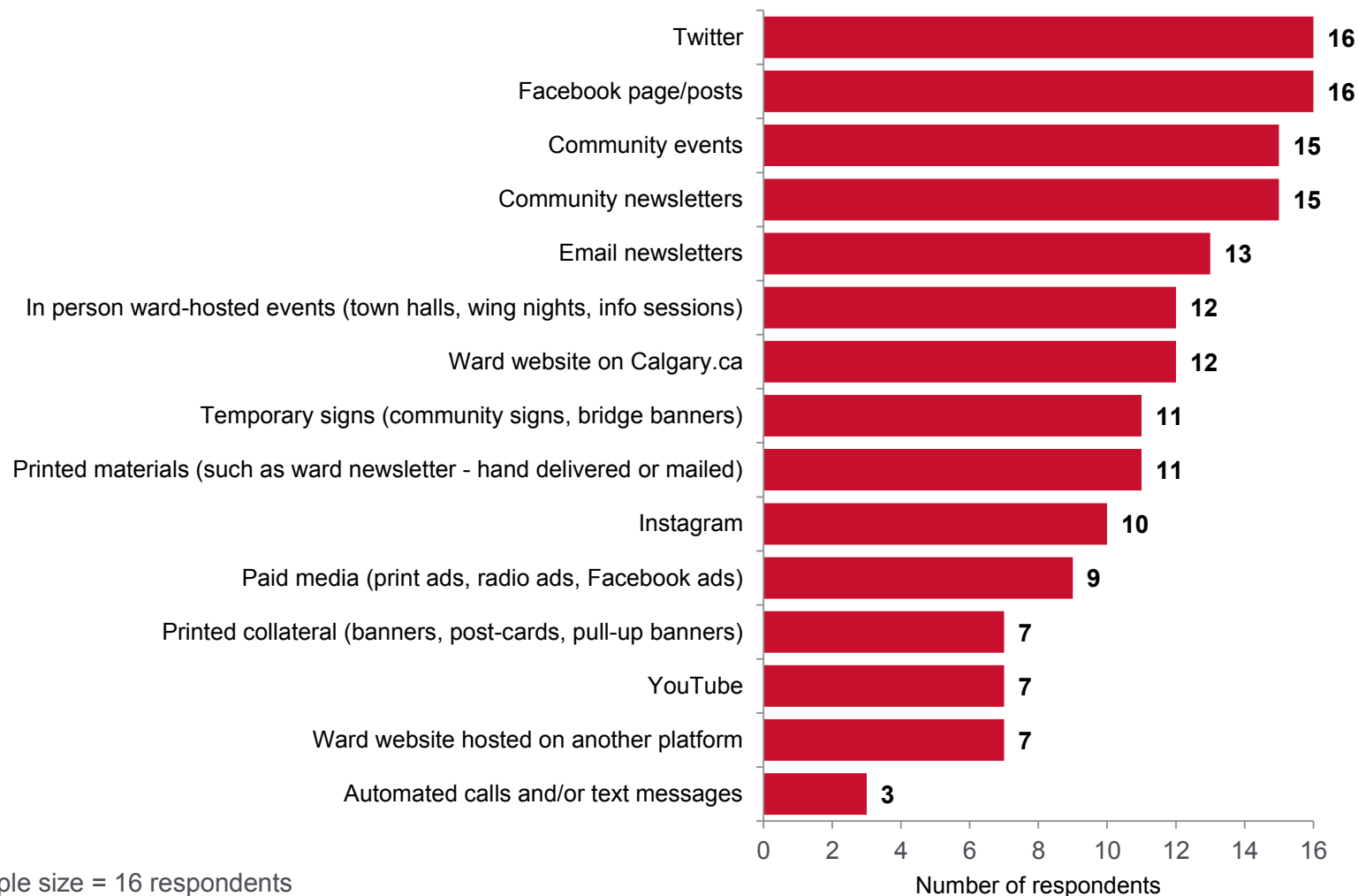
Survey Results

All ward offices and the Office of the Mayor use social media (Twitter and Facebook) and nearly all use community events and newsletters to communicate with their constituents. Overall, a variety of channels are used by many of the offices.

What communications channels does your ward currently use? Please choose all that apply.

Channel	Number of respondents
Twitter	16
Facebook page/posts	16
Community events	15
Community newsletters	15
Email newsletters	13
In person ward-hosted events (town halls, wing nights, info sessions)	12
Ward website on Calgary.ca	12
Temporary signs (community signs, bridge banners)	11
Printed materials (such as ward newsletter - hand delivered or mailed)	11
Instagram	10
Paid media (print ads, radio ads, Facebook ads)	9
Printed collateral (banners, post-cards, pull-up banners)	7
YouTube	7
Ward website hosted on another platform	7
Automated calls and/or text messages	3

Number of respondents

Sample size = 16 respondents

Currently, most ward offices do not use translation or interpretation services. While a couple use both of these service types, another two use translation (written) services only and one uses only interpretation (spoken) services. Those who use one or both services reported using staff, community members, and/or friends or family assist with translation/interpretation services as needed on a volunteer basis.

Do you currently use language translation (written) and/or interpretation (spoken) services or do people within your office translate or interpret for your ward communications content?

| Response	Number of respondents
Yes - both translation and interpretation services	2
Yes - translation (written) services	2
Yes - interpretation (spoken) services	1
No	11
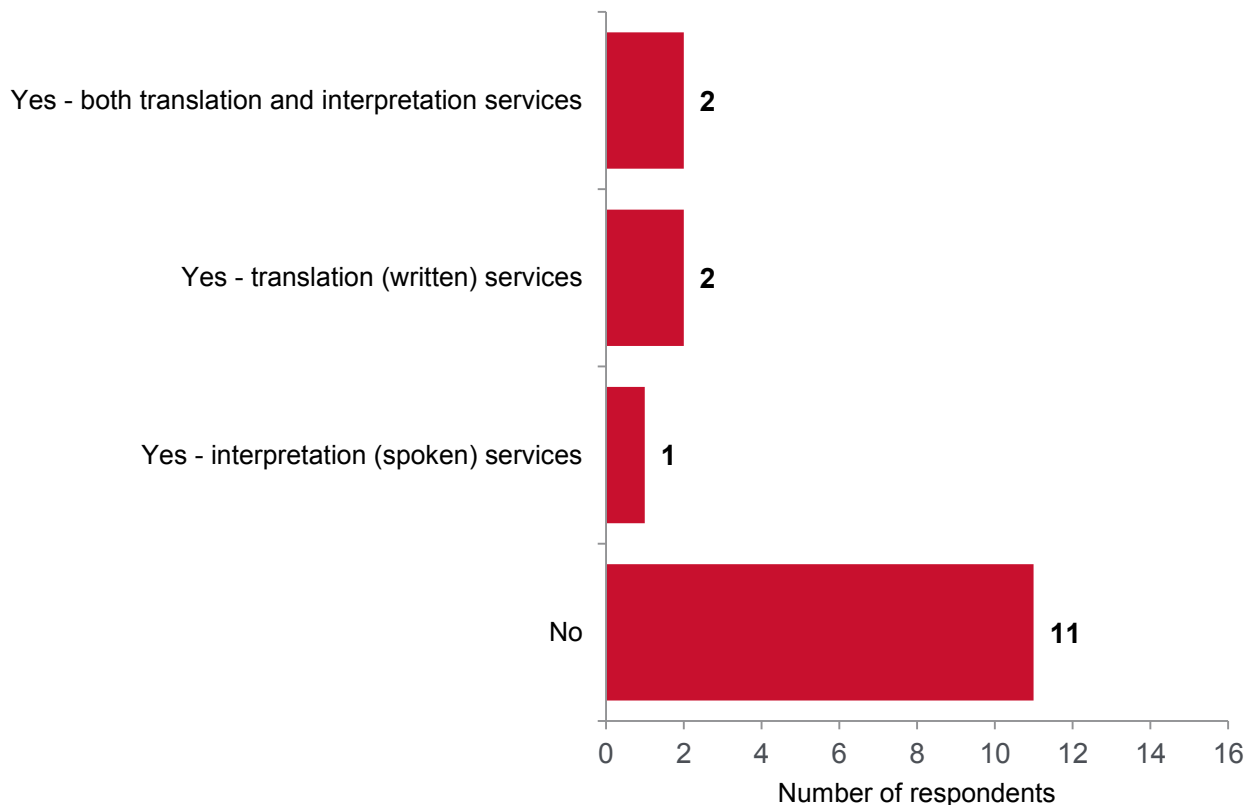
Sample size = 16 respondents

Reasons for Not Using Translation or Interpretation Services

Of the 11 offices that haven't used translation or interpretation services, the most common reason given is that there hasn't been a need for it to date. A couple of office representatives mentioned cost/resources as a barrier, although one of these respondents did indicate that they hadn't received a request to translate anything into another language.

Please explain why you don't use translation and/or interpretation services.
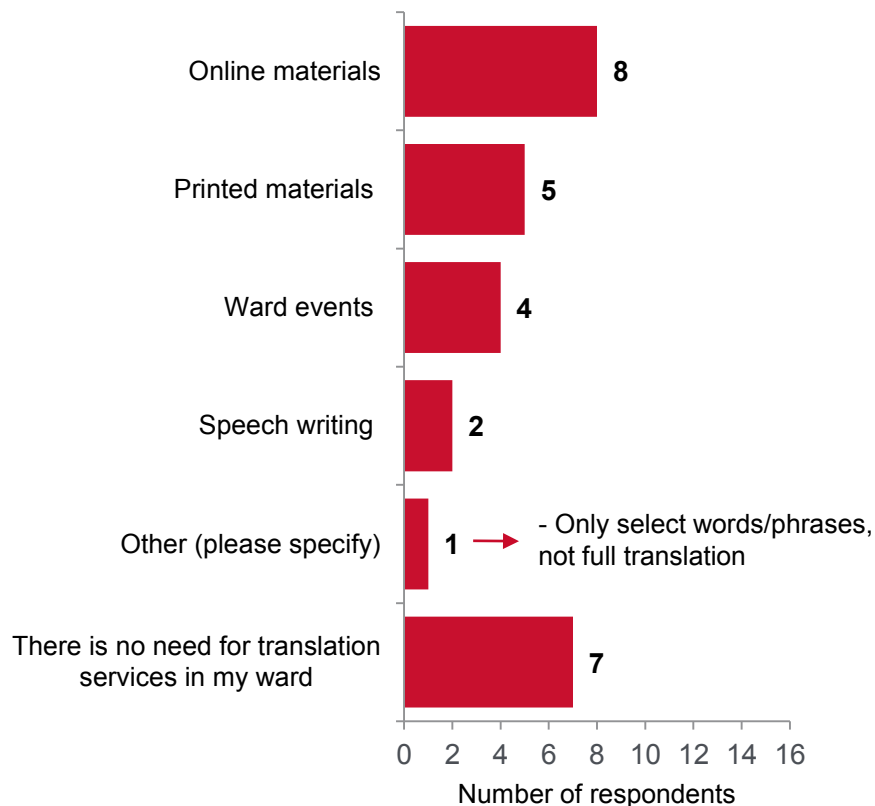(multiple responses allowed; verbatim responses coded for theme)
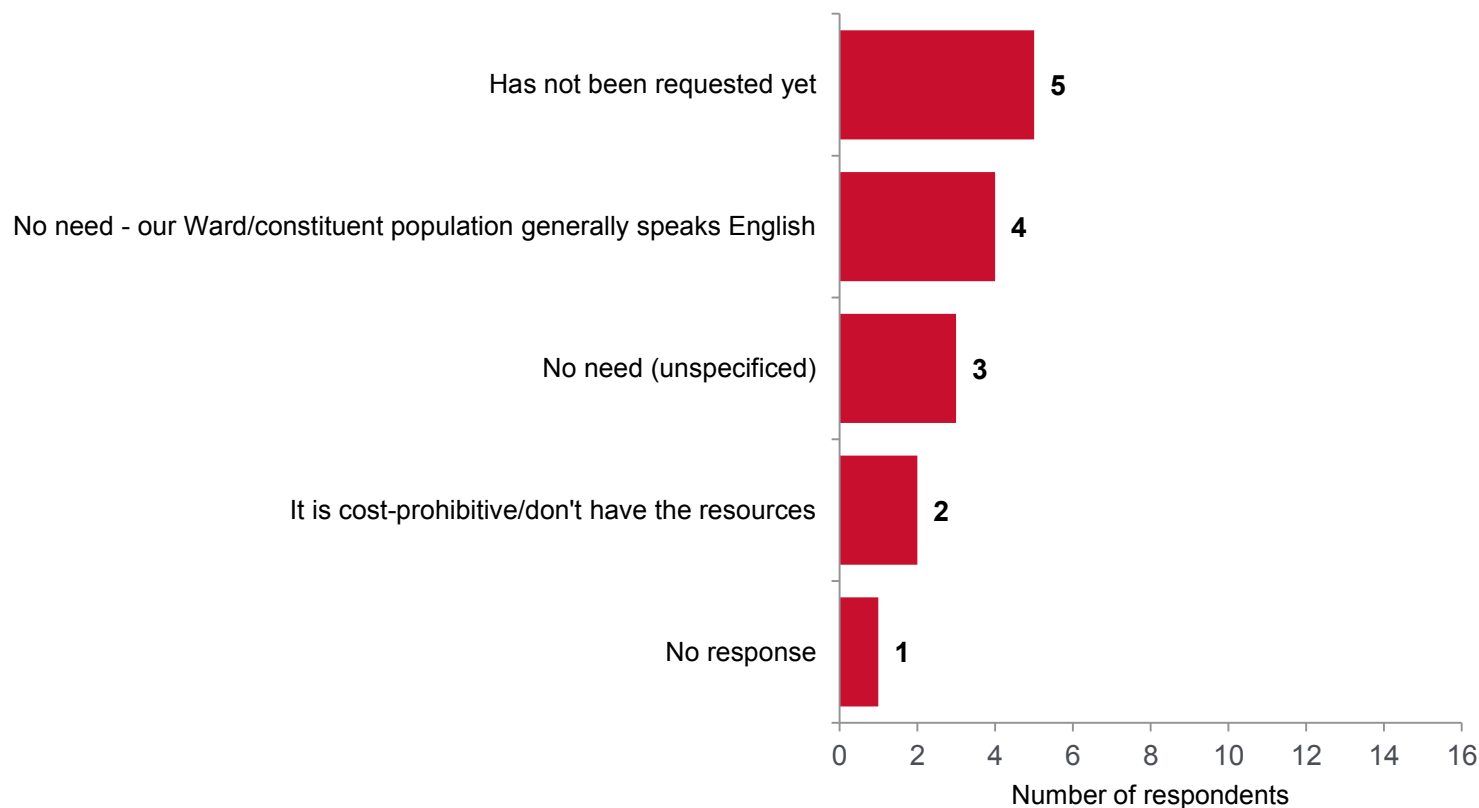
Sample size = 11 respondents

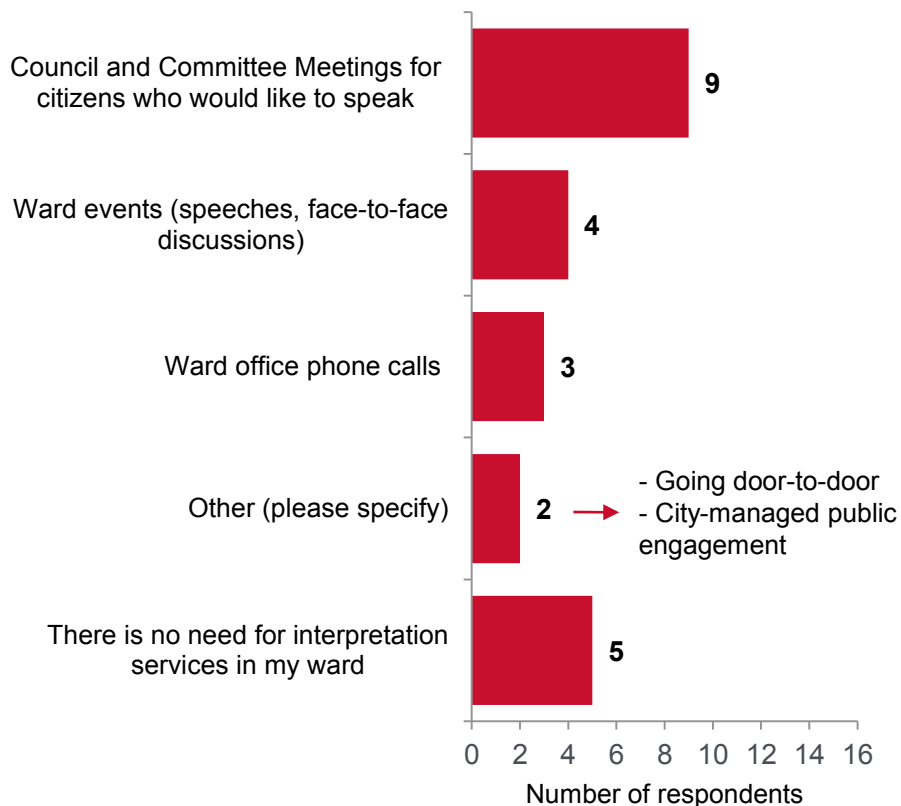# Greatest Needs for Translation or Interpretation

According to respondents, written translation services are needed for online materials and, to a lesser extent, for printed materials and ward events. Around half of respondents answered that there isn't a need for this service in their ward.

Spoken interpretation services are needed by half of the offices for Council and Committee meetings for citizens who would like to speak. Fewer need these services for ward events and ward office phone calls.

Please indicate where you think the translation (written) services needs are greatest in your ward.
(multiple responses allowed)

Category	Number of respondents
Online materials	8
Printed materials	5
Ward events	4
Speech writing	2
Other (please specify) → - Only select words/phrases, not full translation	1
There is no need for translation services in my ward	7

Please indicate where you think the interpretation (spoken) services needs are greatest in your ward.
(multiple responses allowed)

| Category	Number of respondents
Council and Committee Meetings for citizens who would like to speak	9
Ward events (speeches, face-to-face discussions)	4
Ward office phone calls	3
Other (please specify) → - Going door-to-door, - City-managed public engagement	2
There is no need for interpretation services in my ward	5

Sample size = 16 respondents

Estimated Annual Funding Needed for Translation and Interpretation Services

It's possible respondents aren't familiar with fees for translation/interpretation services, as they've relied on free options in the past.

How much funding do you think your ward needs to meet your translation/interpretation requirements each year?
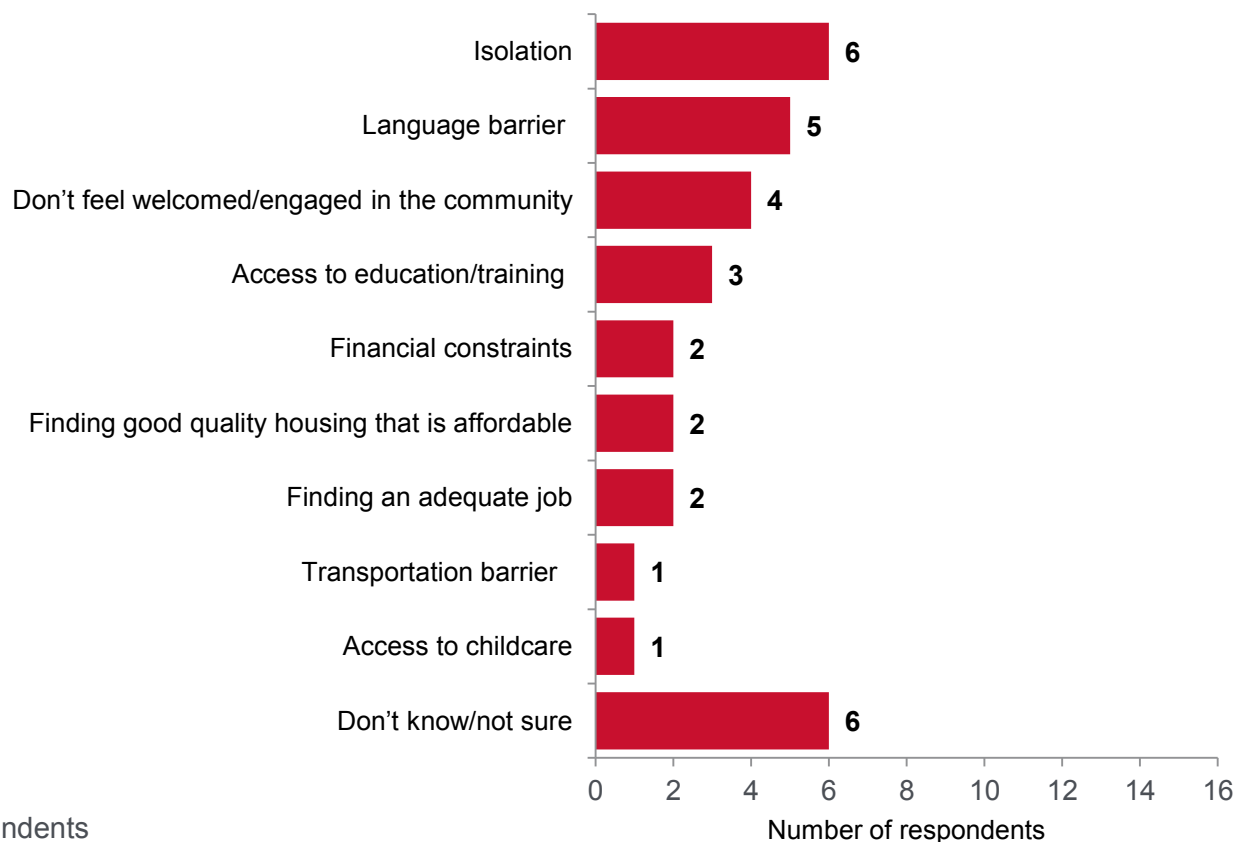(verbatim responses coded for theme)
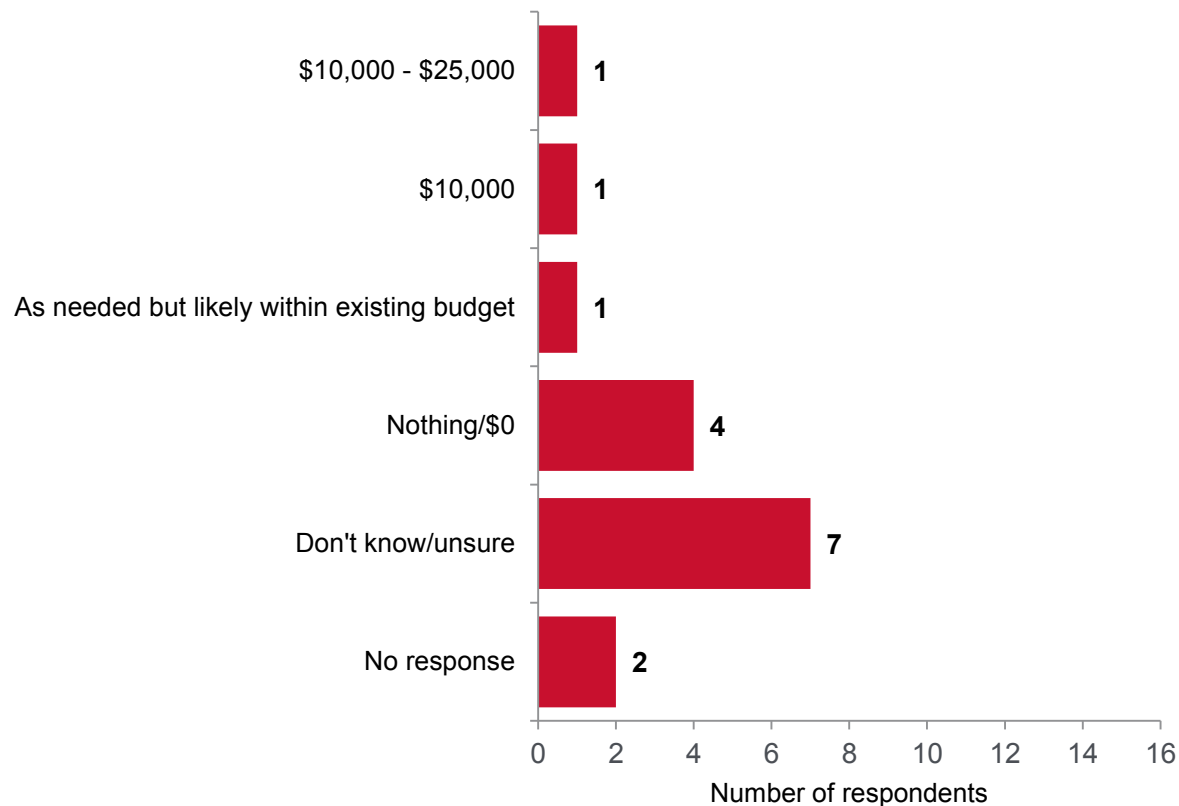
Sample size = 16 respondents

Perceived Challenges for Multicultural Groups

Isolation was the most mentioned challenge for multicultural groups in their wards, followed by language barriers, and not feeling welcomed or engaged in the community.

Considering challenges multicultural* groups may face, which issues listed below do you feel are the top three biggest challenges for multicultural* groups in your ward? (select top 3 only)
(multiple responses allowed)

Challenge	Number of respondents
Isolation	6
Language barrier	5
Don't feel welcomed/engaged in the community	4
Access to education/training	3
Financial constraints	2
Finding good quality housing that is affordable	2
Finding an adequate job	2
Transportation barrier	1
Access to childcare	1
Don't know/not sure	6

Number of respondents

Sample size = 16 respondents

*The initial survey had "ethnic" written out rather than multicultural. We have changed it to better align our work, as discussed in the Q3 report.
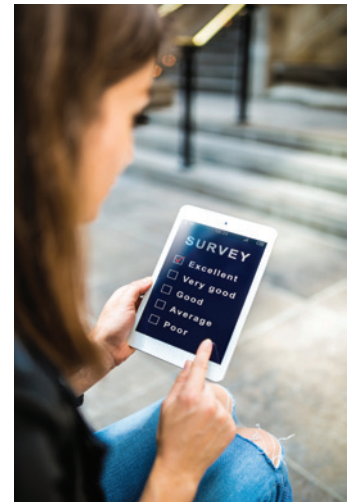
Engage
Framework

Guiding principles

The City of Calgary assigns a high priority to appropriately involving citizens and other stakeholders early on and throughout the process, especially when the decision(s) impacts their lives.

The Engage Policy incorporates the following five principles for guiding engagement initiatives:

Guiding principle	Strategies and promises
ACCOUNTABILITY The City upholds the commitments it makes to citizens and stakeholders, and demonstrates that results and outcomes are consistent with the approved plans for engagement.	▶ Stewardship of the Engage Policy lies with Council. ▶ The City Manager, and General Managers and/or designates, are responsible for adherence to the Engage Policy and stewardship of the Engage Administration Framework. ▶ The City's project managers and work leads are responsible for the correct and thorough completion of The City's engagement processes, as directed in the Engage Administration Framework. ▶ Customer Service & Communications is responsible for the development and maintenance of the Engage Administration Framework, including The City's processes, tools, training and data archives with respect to engagement.
INCLUSIVENESS The City makes its best efforts to reach, involve and hear from those who are impacted directly or indirectly.	▶ Opportunities are provided for citizens and stakeholders to get involved at the beginning and throughout a City project or initiative when decisions impact their lives. ▶ Best efforts are made to accommodate diverse needs and backgrounds, including those in accordance with Calgary Corporate Accessibility Policy CSPS003 and Welcoming Community Policy CSPS034. ▶ Opportunities are provided to create shared visions embraced by diverse interests.

TRANSPARENCY
 	
The City provides clear, timely and complete information, and endeavours to ensure decision processes, procedures and constraints are understood and followed.
	▶ The promise, purpose and limitations on engaging citizens and stakeholders are made clear.
	▶ The roles and responsibilities of all parties are clearly communicated.
	▶ Citizens and stakeholders are provided with relevant background and context about the project or work requiring engagement, as well as information about how to participate in the engagement process.
	▶ The City communicates to citizens and stakeholders:
	  ▷ What was heard – sharing input received; and
	  ▷ How input was considered, or why input was not used, in decision-making.

COMMITMENT The City, within its ability and work plans, allocates sufficient resources for effective engagement.	▶ Business Units identify appropriate funding and resources for engagement processes within business plans for capital and operational work. ▶ Customer Service & Communications develops and delivers training to support effective engagement across The City, specific to roles and responsibilities of The City's engagement process. ▶ Stakeholder time and resources are respected and used effectively.
RESPONSIVENESS The City of Calgary endeavours to understand citizen and stakeholder concerns.	▶ Timely information is provided to citizens and stakeholders about opportunities for input via channels that best suit the audience. ▶ Feedback is collected and delivered to citizens and stakeholders in order to share input on both engagement processes and outcomes. ▶ The City is receptive to hearing the views of citizens and stakeholders.

Community Services Report to   ISC: **UNRESTRICTED**
SPC on Community and Protective Services   **CPS2018-1098**
2018 December 05

HIPville Business Improvement Area Update

EXECUTIVE SUMMARY
The HIPville Business Improvement Area (BIA) board has requested a name change to
"Greenview Industrial Business Improvement Area". An amendment to the HIPville Business
Improvement Area Bylaw 40M2017 is required to make this change. As the request meets all
criteria and requirements it is recommended that Committee recommend that Council give three
readings to the proposed amendments to Bylaw 40M2017 to make the change requested by the
HIPville BIA board.

ADMINISTRATION RECOMMENDATION:

That the Standing Policy Committee on Community and Protective Services recommend that
Council give three readings to the proposed bylaw (Attachment 3) to amend the HIPville
Business Improvement Area Bylaw 40M2017.

PREVIOUS COUNCIL DIRECTION / POLICY
On 2017 November 13, Council approved that the recommendations in CPS2017-0648 be
adopted as follows: That Council: 1) File the Administration Recommendations contained in
Report CPS2017-0648; 2) Give three readings to the proposed Bylaw to establish the HIPville
Business Improvement Area; 3) Appoint by resolution, the individuals listed in Attachment 2 as
the interim HIPville Business Improvement Area until 2017 December 31; and 4) Direct
Administration to continue to work with key stakeholders on the implementation of the HIPville
Business Improvement Area.

BACKGROUND
Under the Municipal Government Act (Alberta) (MGA) municipalities can create bylaws to
establish Business Improvement Areas (formerly referred to as Business Revitalization Zones).
The bylaw establishes a Board of Directors that governs the BIA, and all board members are
appointed by Council. Currently, BIA operations are funded through the collection of a BIA levy
from all businesses that operate within the BIA boundary. The levy enables the BIA to
collectively fund activities that promote and improve the economic vitality of their area for the
purposes set out in the MGA, including improve, beautify and maintain property in the zone;
develop, improve and maintain public parking; and, promote the zone as a business or shopping
area.

Currently, Calgary has twelve BIAs and the HIPville BIA is Calgary's newest business
improvement area. Established in 2017 November, HIPville is particularly unique as it is
Calgary's first BIA in a predominantly industrial area.

Administration has been working with the HIPville Board of Directors to support the
establishment of the BIA operations and best practices for governance, engagement and
strategic planning.

Under provincial legislation, changing a BIA's name requires approval of the BIA Board of
Directors and approval of Council.

Community Services Report to   **ISC: UNRESTRICTED**
SPC on Community and Protective Services   **CPS2018-1098**
2018 December 05

HIPville Business Improvement Area Update

INVESTIGATION: ALTERNATIVES AND ANALYSIS
2018 March 29, the HIPville Board submitted a Change in Name Request (see Attachment 1 for Documents Related to the Change in Name Request) to Administration. The Board is requesting to change its name from HIPville BIA to "Greenview Industrial BIA". The Board's rationale for the name change is that "the existing name is not supported by member businesses and that the community in which the businesses are located is Greenview Industrial Park. The Board did consider Highland Industrial Park as a potential name but was not able to find any history of such a district." A BIA Boundary map is included as Attachment 2.

The Board's request meets the criteria for a bylaw amendment to be considered for approval and is compliant with the MGA and the BIA Regulation. Administration is recommending that Council give three readings to the proposed bylaw to amend the HIPville Business Improvement Area Bylaw 40M2017 (Attachment 3).

Stakeholder Engagement, Research and Communication
Administration has communicated with adjacent communities that this report will be going to the Standing Policy Committee on Community Protective Services on 2018, December 5 and that public submissions can be submitted prior to that date or presented to the Committee.

Strategic Alignment
Council's direction and the work discussed in this report aligns with the Citizen Priority of A Prosperous City in One Calgary 2019-22, "Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and strives to be the best place in Canada to start and grow a business."

The work of BIAs also supports and aligns with Calgary in the New Economy: an updated economic strategy for Calgary. BIAs are included as part of the Economic Development & Tourism service line.

Social, Environmental, Economic (External)
BIAs play an important role in supporting economic activity and neighbourhood revitalization.

Financial Capacity
Current and Future Operating Budget:
There are no operating budget implications associated with this report.

Current and Future Capital Budget:
There are no capital budget implications associated with this report.

Risk Assessment
The change in name to "Greenview Industrial BIA" is a departure from "HIPville", which is more closely associated with the community of Highland Park. There is risk the bylaw amendment will not be agreeable to the original stakeholders involved in the BIA application/establishment process. This risk has been mitigated through efforts by Administration to bring various stakeholders from the adjacent communities together with the BIA board to share concerns, develop a better understanding of the rationale for a name change, and to build working relationships.

Community Services Report to   **ISC: UNRESTRICTED**
SPC on Community and Protective Services   **CPS2018-1098**
2018 December 05

HIPville Business Improvement Area Update

REASON(S) FOR RECOMMENDATION(S):
The request for a change in name from HIPville BIA to Greenview Industrial BIA meets all legislative requirements.

ATTACHMENT(S)

1. Attachment 1 - Documents Related to the Change in Name Request
2. Attachment 2 - BIA Boundary Map
3. Attachment 3 - Proposed text for a bylaw to amend the HIPville Business Improvement Area Bylaw 40M2017

Documents Related to the Change in Name Request

HIPville Business Improvement Area

March 19 , 2018

City of Calgary Business Improvement Area Staff Lorelei Higgins , Team Lead
The City of Calgary
P.O. Box 2100, Station M
Calgary, AB T2P 2M5

Re: Request to Change the Name of HIPville Business Improvement Area

Dear Ms. Higgins

On behalf of the HIPville Business Improvement Area Board , I am writing to request an amendment to the bylaw establishing our BIA in order to change the name of the HIPville Business Improvement Area .

On ,Feb. 13 2018 the Board passed the following resolution:

> That our current name, HIPville Business Improvement Area be amended in our bylaws to read Greenview Industrial Business Improvement Area .

On behalf of the Board, I therefore request that the HIPville Business Improvement Area Bylaw No. 40M2017 be amended to reflect this change.

Please find attached a copy of our meeting minutes, which shows the resolution to change our current name from HIPville Business Improvement Area to Greenview Industrial Business Improvement Area

Sincerely,

Don Cook

President

CITY CLERK'S
THE CITY OF CALGARY

2018 MAR 29 AM 10: 03

RECEIVED

Documents Related to the Change in Name Request

Minutes Feb 13th, 2018

HIPVILLE BUSINESS IMPROVEMENT AREA (HBIA)

BOARD OF DIRECTORS MEETING #3

Chair: Don Cook

Board Members Present: David Best, Don cook, Lynne Leroy, Dr. Salma Mitha, Jim Owens, Jim Tsafals, Derek Cremer, Terry Ohlhauser

Missing: Jo-Anne Lemley   Joyce Kao

Community Guests- Marvin, Brad-TCGVCA, Anne-HPCA, Dustin-Sean Chu rep

<u>MEETING #3</u>

Call to order 6:36PM

Introductory Items:

Meeting brought to order by Don C

Moved: Jim O

Second: Jim T

1. Confirmation of Quorum achieved
2. Minutes of last meeting Jan 10th, 2018 adopted

   Moved: Jim O

   Second: Terry O

For Approval:

1) Reimbursement to Jim Wright

Motion to reimburse

Moved: Jim O

Second: Dave B

All in favour 7

Opposed 1

Abstain 0

Motion Carries

2) Name change: to Greenview industrial BIA discussed (paperwork due end of march)

Different ideas were discussed. Jim T offered East/West to differentiate Greenview Industrial Association from the Hipville BIA as an idea, other opinions referred back to the map as Highland Industrial park

End result-Greenview Industrial BIA was agreed upon- unanimous. Board is aware that Greenview Industrial Association, on other side of creek was not open to being part of Hipville BIA

Don will draw up letter to send out noting name change of HBIA to G.I.BIA

Don to speak with Greenview Industrial Association across way to see if they are ok with decided name change, will bring feedback to next meeting

3) Liability insurance: details explained by Derek, minimum liability decided

Second quote to be obtained and decide next meeting,

Tabled to march or email vote if info required before

For Discussion:

1) There are Approx 300 Businesses to be included for mass email communication

2) Letter edited in meeting, changes approved by Board, will send to Joyce for mass distribution (via email)

    a) One response per Business

    b) Survey to be emailed out with letter

3) Missing contacts to be obtained can email hipvilleyyc@gmail.com , Don will speak to Joyce about response email, no email set up thus far for Board entirety

4) Jennifer DiMarzo has organized interactive night with City Mar 1st (see agenda), Don C & Jim T tentatively planned to go on behalf of HBIA. Open to all members

5) Jim O to head security lead and get in touch with Cst Gordon

6) Have Joyce put info banner on website acknowledging security is strong concern and will be addressed, see survey. Once top 3 concerns come back from survey, info banner on website can change regularly as means of promoting HBIA commitment to top issues-see item 7a)

7) Questionnaire, list top 3 concerns businesses want to see from Board

    a) Board will review, prepare list and how to address the topics

8) Guests acknowledged, Marvin to help with security contacts, Brad will sit in for Lynne in meetings #4-6

9) Motion To Adjourn 8: 34pm

Moved: Jim O

Second Dave B

Next meeting: March 14th 2018 6:30pm modern Niagra

Minutes Apr, 11th 2018
Hipville Business Improvement Area(BIA)
Board of Directors (BOD) Meeting #5

Board Members Present: David Best, Don Cook, Dr. Salma Mitha, Jim Owens, Jim Tsafals, Derek Cremer, Terry Ohlhauser, Joyce K

Missing: Lynn-L-Brad in proxy, Jo-anne L

Community Guests- Marvin, Brad-TCGV, Dustin-Sean chu's Office

MEETING #5

Call to order 6:01PM

Introductory Items:

Meeting brought to order by Don C

Moved: Jim T

Second: Jim O

1. Confirmation of Quorum achieved
2. Minutes of last meeting March, 14th, 2018 adopted

    Moved:Jim T

    Second:Jim O

Treasurer's report

1. Derek confirmed funds received into bank account- *see below*

    -small amount of banking fees processed

    a) Following checks issued as previously approved:

      -HUB Insurance for Directors Insurance: $500.00

      -Prema Calgary/Jim Wright for expenses related to AGM 2017: $513.49

    -Domain continuum/Newsletter costs/Jim Wright: $1,530.06

    b) Bank account total with above mentioned costs deducted: $121,465.00

Documents Related to the Change in Name Request

    c) Terry suggested investing remaining funds into low growing interest savings account

    -Derek to inquire into plausibility and will bring info to next board meeting

    -No objection into above inquiry was noted

For Approval:

1. Name change-City Hall would like reasons: *as per agenda*
       -Board consented to reasons as per Agenda,
       -The name Hipville is not supported by member businesses
       -The community is Greenview industrial park, not Highland Industrial park
       -The community as well as the board prefers Greenview Industrial Park
Don will forward above noted consensus to City Hall

2. Flyer update: flyer is done, map is on it, will use latest data base to send out to Business Owners

    -will add board members to flyer

    -labels have been sent out to Don from BIA HQ if needed

    -Two ways to send out flyer- first class or flyer drop, *Jim T/Jim O on task*

    will get pricing and send info via email for Board input

3. Joyce will develop *Wake up flyer*, to be sent via email to all BIA members

For Discussion:

1. Joyce-survey update only 2 more people responded
   -will send out survey results to board members via email

2. Seans Chu's office sent confirmed boundaries for surrounding Communities

    -Dustin will send high quality picture of boundaries

3. Security Discussion w/ Bryan of GBA, gave insight as to how they patrol their Businesses after hours

4. Constable Gord Dennis spoke to Jim O

    -Constable stated problem w/ Hipville/GIP is lack of reporting incidents

    - More traffic will pass through BIA with development of DI

    - We have many entrances which needs to be considered when addressing security

    A) Outcome/Goals for Board was decided before next meeting brainstorm:

a)how to encourage reporting of incidents

b)how to potentially notify Business Owners of security breach and help report to police/311

c)Dustin from Sean Chu's office offered to help if ever need expediting of issues with 311 for all BIA Members

d) Board did acknowledge that Security concerns may want to be addressed and plan in place prior to DI development

5. BBQ flyer, potential date-**Tentatively Thurs PM June, 7th, 2018** *(pending nature/humans)*

-Venue potentially Centre Street Church-*Derek on task*

-will see how *Wake Up flyer* goes, do not want to wait past middle of June for Members Bar-B-Q as vacation time will start

6. Acknowledgement of Community Guests

a) Marvin-discussed DI
b) Has met with Don of DI committee for over a year, project will continue although investigation of ongoing abuse of DI organization continues
c) Citizen liaison GBA, TCGV CA, currently part of committee that is tackling development of DI, rep of our Board can sit as liaison on committee

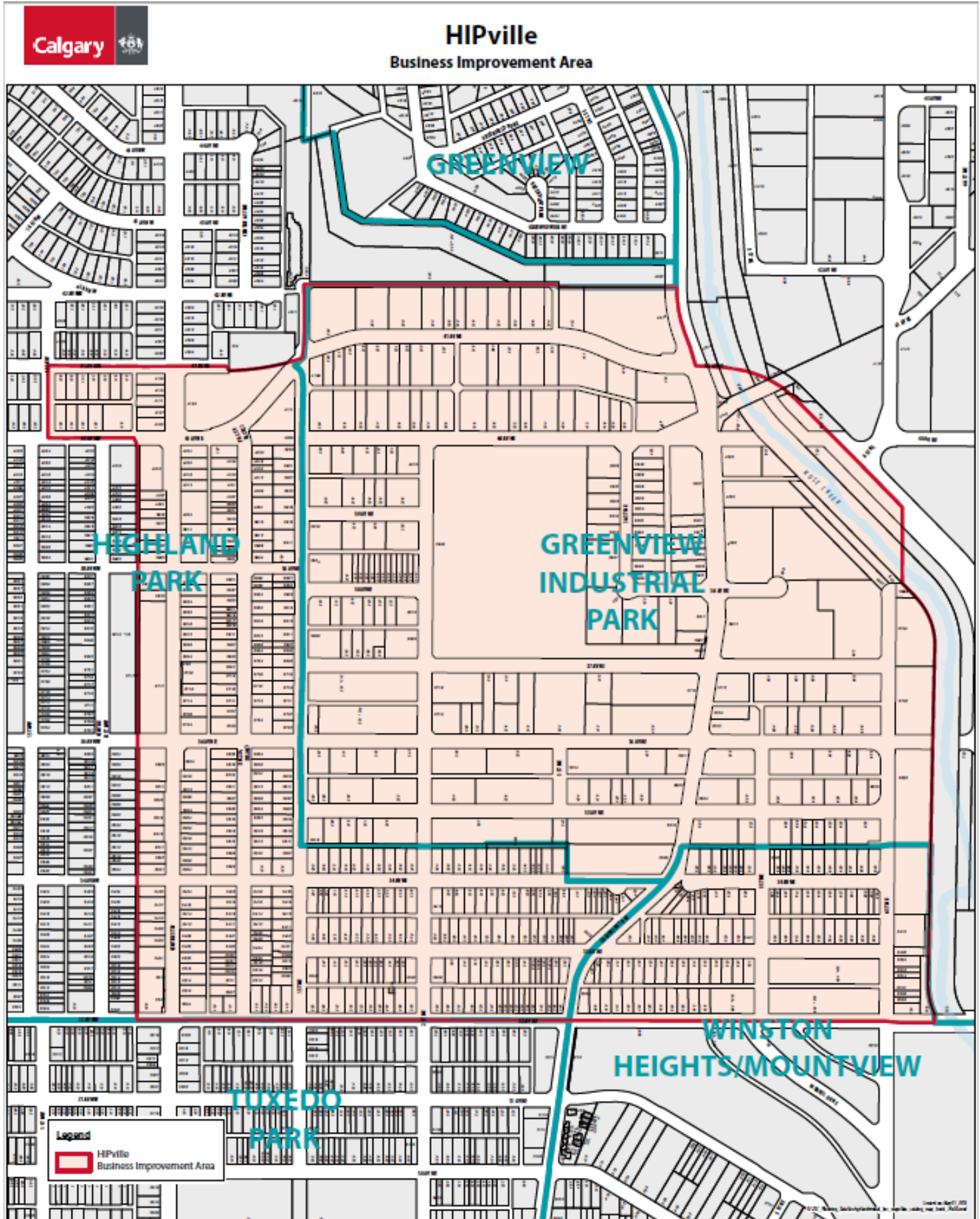-Don will attend DI meetings on BIA behalf

Motion to adjourn:

Moved: Jim O

Second: Jim T

Next meeting May 9th 6pm same Venue

Please note time change to 6pm

HIPville
Business Improvement Area

GREENVIEW

HIGHLAND PARK

GREENVIEW INDUSTRIAL PARK

WINSTON HEIGHTS/MOUNTVIEW

TUXEDO PARK

Legend

HIPville
Business Improvement Area

Proposed text for a bylaw to amend the HIPville Business Improvement Area Bylaw 40M2017

1.   Bylaw 40M2017, the HIPville Business Improvement Area Bylaw, is hereby amended.

2.   In the title to the bylaw, the word "**HIPVILLE**" is deleted and replaced with "**GREENVIEW INDUSTRIAL**".

3.   In the preamble to the bylaw, the words "Highland Park" are deleted and replaced with "Greenview Industrial Park".

4.   In sections 1, 4, 5, 6(1) and Schedule "A", the word "HIPville" is deleted wherever it appears and replaced with "Greenview Industrial".

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

Community Services Report to   ISC: UNRESTRICTED
SPC on Community and Protective Services   **CPS2018-1097**
2018 December 05

Business Improvement Area Policy & Governance Framework – Request for Deferral

EXECUTIVE SUMMARY
This report requests a deferral to allow provincial legislative changes that pertain to Business Improvement Areas (BIA) to come into effect before bringing forward a BIA policy and governance framework for Council's consideration. Amendments contained in a third bill to renew the Municipal Government Act, *An Act to Strengthen Municipal Government,* 2017 await proclamation. The Government of Alberta has also communicated its intention to amend *The Business Improvement Area Regulation* (The BIA Regulation) and provide a draft of the proposed Regulation for public feedback. These legislative changes will have a direct impact on any BIA policy at the municipal level. In the interim, Administration is preparing policy options and will proceed once the legislative changes are complete.

ADMINISTRATION RECOMMENDATION:
That the Standing Policy Committee on Community and Protective Services recommends that Council defer a report back on the Business Improvement Area policy and governance framework to no later than one year after the Provincial legislative changes related to Business Improvement Areas are finalized.

PREVIOUS COUNCIL DIRECTION / POLICY
On 2017 July 24 Council directed Administration to develop a Business Improvement Area (BIA) policy and governance framework in consultation with the BIA community that details the roles and responsibilities of the BIAs and The City of Calgary related to the establishment and ongoing functioning of BIAs, including reporting obligations, and return to Council through the Standing Policy Committee on Community and Protective Services no later than 2018 Q4.

BACKGROUND
In 1983 the Government of Alberta amended the Municipal Government Act (MGA), to allow municipalities to enact bylaws to establish Business Improvement Areas (formerly referred to Business Revitalization Zones in the legislation). The BIA Regulation contains specific provisions with respect to BIA matters, including establishment of a BIA, financial matters, capital property, tax and disestablishment.

When The City creates a bylaw to establish a new BIA it also establishes a Board of Directors to govern the BIA. Board of Directors are appointed by Council under the terms of the bylaw, and business owners within the defined geographical boundary are required to pay a levy referred to as a BIA levy. The BIA levy enables these business owners to collectively fund activities to promote and improve the economic vitality of their area for the purposes set out in the MGA.

Currently, there are twelve BIAs in Calgary. Each BIA is responsive to the distinct issues and opportunities in their respective areas.

INVESTIGATION: ALTERNATIVES AND ANALYSIS
A deferral of the BIA Policy and Governance Framework Report is requested to allow time for The City's work to align and adhere to the anticipated amendments to the MGA and BIA Regulation.

Administration has taken steps to prepare for anticipated changes to the MGA and BIA Regulation and is exploring policy and governance framework options. One option being

Community Services Report to   **ISC: UNRESTRICTED**
SPC on Community and Protective Services   **CPS2018-1097**
2018 December 05

Business Improvement Area Policy & Governance Framework ‒ **Request for Deferral**

considered is to update the *Investing in Partnerships Policy* (CP2017-01) to include BIAs as a category.

The City continues its advocacy with the Government of Alberta on the importance of proclaiming the legislative amendments in a timely manner. The amendments to the MGA and BIA Regulation will permit the BIA levy to be imposed on the owner of the property within each BIA which is a change from the current practice of collecting the levy from the business owners. This change has implications for BIA membership and possibly governance structure. These changes will also require The City to update the annual Business Improvement Area Tax Bylaw.

Stakeholder Engagement, Research and Communication
Administration has been working collaboratively to ensure BIAs remain informed. Further engagement is planned with BIAs once the legislative changes are complete. Consultation will also take place with BIAs to inform the policy and governance framework.

Strategic Alignment
Council's direction and the work discussed in this report aligns with the Citizen Priority of A Prosperous City in One Calgary 2019-22, "Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and strives to be the best place in Canada to start and grow a business."

Social, Environmental, Economic (External)
BIAs play an important role in supporting economic activity and neighbourhood revitalization.

Financial Capacity

Current and Future Operating Budget:
There is no impact on operating budgets arising from this report.

Current and Future Capital Budget:
There is no impact on capital budgets arising from this report.

Risk Assessment
There is significant risk in developing and bringing forward a Business Improvement Area policy and governance framework when legislative changes are in progress. This risk can be mitigated through a deferral.

REASON(S) FOR RECOMMENDATION(S):
Approval of a deferral for a Business Improvement Area policy and governance framework will allow time for amendments to provincial legislation pertaining to BIAs to come into force. Once in force, Administration will consult with BIAs on options for a policy and governance framework that is in accordance with provincial requirements.

ATTACHMENT(S)

None

Approval(s): Black, Katie concurs with this report. Author: Brar, Nindy