



REVISED AGENDA

REGULAR MEETING OF COUNCIL

December 17, 2018, 9:30 AM
IN THE COUNCIL CHAMBER

1. CALL TO ORDER
2. OPENING REMARKS
3. QUESTION PERIOD
4. CONFIRMATION OF AGENDA
5. CONFIRMATION OF MINUTES
 - 5.1 Minutes of the Regular Meeting of Council, 2018 November 14, November 26-29
6. PRESENTATION(S) AND RECOGNITION(S)
Advisory Committee on Accessibility (ACA)
 - Advocacy
 - Access Recognition
 - Ella Anderson Accessible Transportation
7. CONSENT AGENDA
 - 7.1 Bonnybrook Plant D Expansion Audit, AC2018-1346
 - 7.2 Audit Committee 2019 Work Plan, AC2018-1319
 - 7.3 Status of Community Associations & Social Recreation Organizations on City-Owned Land, AC2018-1099
Attachments 3, 4, and 5 held confidential pursuant to Sections 16, 23, and 24 of *FOIP*.
 - 7.4 2018 Law and Corporate Security Report, AC2018-1350
Attachment 4 held confidential pursuant to Sections 24 25 and 27 of *FOIP*.
 - 7.5 Transparency Practices – Reporting and Closed Meetings, PFC2018-1376
 - 7.6 Council Pension Plans – Report back, PFC2018-1162
 - 7.7 Green Line LRT – Budget and Funding Confirmation – Deferral Request, PFC2018-1105

- 7.8 33rd and 34th Avenues S.W. (Marda Loop) Streetscape Master Plan Update, PUD2018-1392
- 7.9 Calgary Airport Vicinity Protection Area Regulation Amendment, PUD2018-1400
- 7.10 Cannabis Store Separation Distance Policy for Eighth Avenue South Downtown, PUD2018-1226
- 7.11 Building Maintenance Bylaw Update, PUD2018-1369
- 7.12 2018 BiodiverCity Advisory Committee Annual Report, CPS2018-1354
- 7.13 Green Line City Shaping Update, CPS2018-1355
- 7.14 Green Line Q4 2018 Update - TT2018-1335
- 7.15 Community Representation Framework – Final Report, CPS2018-1393
- 7.16 Short Term Rental Scoping Report, CPS2018-1328
- 7.17 2019-2021 Family and Community Support Services Funding Recommendations, CPS2018-1100
- 7.18 Business Improvement Area Policy & Governance Framework – Request for Deferral, CPS2018-1097
- 7.19 Green Line: Staging and Right-of-way and RouteAhead Update – Deferral Request, TT2018-1405
- 7.20 The Calgary Goods Movement Strategy, TT2018-1289
- 7.21 Safer Mobility Plan Annual Report 2018, TT2018-1315
- 7.22 Leadership Strategic Plan 2018 Progress Report, C2018-1440
- 7.23 Summary of Real Estate Transactions for the Second Quarter, UCS2018-1339

8. POSTPONED REPORTS
(including related/supplemental reports)

None.

9. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 9.1 OFFICER OF COUNCIL REPORTS
None

9.2 ADMINISTRATION REPORTS

- 9.2.1 Canadian Country Music Association (CCMA) Awards, C2018-1439
- 9.2.2 New Municipal Loan to Calgary Municipal Land Corporation, C2018-1441
Bylaw 63M2018
- 9.2.3 Social Procurement: State of Practice and Recommendations, C2018-1379

9.3 COMMITTEE REPORTS

- 9.3.1 HIPville Business Improvement Area Update, CPS2018-1098
Bylaw 61M2018
- 9.3.2 2019 Business Improvement Area Tax Bylaw, PFC2018-1068
Bylaw 1M2019
- 9.3.3 Improving Compliance During Snow Route Parking Bans, TT2018-1316
Bylaw 62M2018

10. ITEMS DIRECTLY TO COUNCIL

10.1 NOTICE(S) OF MOTION

- 10.1.1 City of Calgary Councillor Base Salary Adjustments 2019, C2018-1383
Councillor Sutherland
- 10.1.2 Exploring an Opportunity for Annexation from the MD OF Foothills, C2018-1372
C2018-1372
Councillor Colley-Urquhart
- 10.1.3 Initiating a Intermunicipal Development Plan Review with Rocky View County, C2018-1373
C2018-1373
Councillors Colley-Urquhart and Sutherland
- 10.1.4 West Macleod Residential Lands, C2018-1375
C2018-1375
Councillor Colley-Urquhart
- 10.1.5 Green Line Station Public Gardens, C2018-1445
C2018-1445
Councillor Keating
- 10.1.6 Saving \$4 Million Annually in the Budget, C2018-1446
C2018-1446
Councillor Woolley
- 10.1.7 Standing Up For Canada's Responsible Energy Industry, C2018-1448
C2018-1448
Councillor Farkas

10.2 BYLAW TABULATIONS

10.2.1 Tabulation of Capital Borrowing and Loan Bylaws of the Regulated Operations of ENMAX Corporation

10.2.1.1 Bylaw 3B2018, For Three Readings

10.2.1.2 Bylaw 4B2018, For First Reading Only

10.2.1.3 Bylaw 5B2018, For First Reading Only

10.2.1.4 Bylaw 6B2018, For First Reading Only

10.2.1.5 Bylaw 59M2018, For First Reading Only

10.2.2 Tabulation of Operating and Capital Borrowing Bylaws

10.2.2.1 Bylaw 7B2018, For Three Readings

10.2.2.2 Bylaw 8B2018, For First Reading Only

10.2.2.3 Bylaw 9B2018, For First Reading Only

10.3 MISCELLANEOUS BUSINESS None

11. URGENT BUSINESS

12. CONFIDENTIAL ITEMS

12.1 CONSENT AGENDA

12.1.1 Naming of a City Park, PFC2018-1357
Held confidential pursuant to Sections 23 and 24 of *FOIP*.

12.1.2 Great Plains Starfield - (Verbal Briefing) - C2018-1444
Held confidential pursuant to Sections 23, 24 and 25 of *FOIP*.

12.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

12.2.1 Rivers District Community Revitalization Discussion Update, C2018-1285
Held confidential pursuant to Sections 16, 23, 24, 25, and 27 of *FOIP*.

12.2.2 Utility Regulatory Proceedings, C2018-1347
Held confidential pursuant to Section 24 of *FOIP*.

12.2.3 Calgary Public Library Board Resignation and Appointment, C2018-1447
Held confidential pursuant to Section 17 of *FOIP*.

12.3 URGENT BUSINESS

13. ADMINISTRATIVE INQUIRIES
None

14. ADJOURNMENT



MINUTES
REGULAR MEETING OF COUNCIL

November 14, 2018, 1:00 PM
IN THE COUNCIL CHAMBER

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

ALSO PRESENT: City Manager J. Fielding
Deputy City Manager B. Stevens
City Solicitor and General Counsel G. Cole
Acting General Manager K. Black
General Manager S. Dalgleish
General Manager D. Duckworth
Acting Chief Financial Officer C. Male
General Manager R. Stanley
General Manager M. Thompson
City Clerk L. Kennedy
Acting City Clerk B. Hilford
Acting City Clerk J. Dubetz

1. **CALL TO ORDER**

Mayor Nenshi called today's Meeting to order at 1:05 p.m.

2. **OPENING REMARKS**

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

3. **QUESTION PERIOD**

1. Councillor Chu

Topic: Release of the Calgary Olympic Bid Corporation (BidCo) financial statements.

2. Councillor Colley-Urquhart

Topic: 2018 Corporate Employee Survey results.

3. Councillor Carra

Topic: Polling station locations for the 2018 Vote of Electors.

4. CONFIRMATION OF AGENDA

Moved by Councillor Jones

Seconded by Councillor Farrell

That the Agenda for the 2018 November 14 Regular Meeting of Council Re: One Calgary 2019 - 2022 Service Plans and Budgets, be confirmed.

MOTION CARRIED

5. CONFIRMATION OF MINUTES

None

6. PRESENTATION(S) AND RECOGNITION(S)

None

7. CONSENT AGENDA

None

8. POSTPONED REPORTS

None

9. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

9.1 OFFICER OF COUNCIL REPORTS

None

9.2 ADMINISTRATION REPORTS

9.2.1 One Calgary 2019-2022 Service Plans and Budgets, C2018-1158

BUDGET PRESENTATION

City Manager Fielding introduced the 2019 - 2022 Service Plans and Budgets framework "Three Conversations, One Calgary".

One Calgary Program Leader Schaeffer presented an overview of 2019 - 2022 Service Plans and Budgets format, materials and strategies.

General Manager Dalglish described how the 2019 - 2022 multi-year budget is presented by each of The City's 61 services, instead of by Department and Business Unit as in past multi-year budgets.

Acting Chief Financial Officer Male introduced the 2019 - 2022 Service Plans and Operating Budget.

Deputy City Manager Stevens introduced the 2019 - 2022 Capital Budget.

INTRODUCTIONS

Mayor Nenshi introduced a group of grade 9 students on 2018 November 14, along with their parents, participating in "Take Our Kids to Work Day".

Councillor Colley-Urquhart introduced a group of grade 3 students on 2018 November 26, from Evergreen School in Ward 13, along with their teacher.

Councillor Farrell introduced a group of students on 2018 November 28, from Bow Valley College in Ward 7, along with their LINC program teacher and tour guides.

POINT OF ORDER

Councillor Sutherland rose on a Point of Order to enquire on whether a proposed motion with respect to Report C2018-1158 was out of order. Mayor Nenshi ruled the proposed motion out of order.

Distributions with respect to Report C2018-1158:

- PowerPoint presentation entitled "One Calgary: 2019-2022 Service Plans and Budgets";
- Letter from Arts Commons, dated November 26, 2018
- Letter from Capitol Hill Community Association, dated 2018 November 24;
- Document entitled "Capitol Hill Traffic Safety Issues", dated November 2018;
- Document entitled "Sliding Scale Transit Program – A City Wide Footprint";
- Speaking notes from Glenn Boraas;
- Letter from Calgary Transit Customer Advisory Group, dated 2018 November 26;
- Presentation entitled "Calgary Transit Customer Advisory Group (CTCAG)", dated November 26 2018;
- Package of 34 additional submissions received after 12:00 p.m. November 21;
- Letter Re: Advocates Into Main Streets Message for Council, dated 2018 November 26;
- Speaking Notes from Solita Work, received for the Corporate Record;
- Letter Re: 2019-2022 Service Plans and Budgets – Support for Community Associations, dated 2018 November 26;
- Document entitled "Flyover Park";
- Document from Calgary Climate Hub entitled "Briefing Note – Service Plans & Budgets 2019 – 2022";

- Document from Calgary Climate Hub entitled "Community Development and Planning";
- Presentation from Calgary Climate Hub entitled "Financing Community Development", dated 2018 November 26;
- Presentation from Calgary Economic Development;
- Letter from Sarelle Aszuloss and Colleen Huston, Fair Calgary Community Voices, dated 2018 November 24;
- Letter from Bonnie Pachaud and Colleen Huston, Fair Calgary Community Voices, dated 2018 September 05;
- Letter from Robert Perry, CUPS, dated 2018 November 22;
- Letter from Beverly Jarvis and Martina Jileckova, Affordable Housing, dated 2018 November 21;
- Letter from Beverly Jarvis, BILD Calgary, dated 2019 November 26;
- Document entitled "42 Avenue SE";
- Package of approximately 35 submissions from Ward 9 constituents;
- Submission from Brent Clark, dated 2018 November 26;
- Submission from Sara Stepa, dated 2018 November 28;
- Letter from Avnish Mehta, Calgary Public Library, dated 2018 November 29;
- Letter from Federation of Calgary Communities, dated 2018 November 30;
- Property Tax graphic, entitled "Non-Residential Vs. Residential Tax Rates";
- Table, entitled "Non-residential shift scenarios: Overall increase of 2.25% and shift \$25 million to Residential from Non-residential"; and
- Table, entitled "Non-residential shift scenarios: Overall increase of 2.45%, Residential rate increase at 3.45%, transfer to Non-residential".

Moved by Councillor Chu

Seconded by Councillor Magliocca

That pursuant to Section 6(1) of the Procedure Bylaw 35M2017, as amended, Council suspend Section 78(1)(c), in order that Council may recess each day during the One Calgary 2019-2022 Service Plans and Budgets Council Meeting, for the period of Monday, 2018 November 26 to the conclusion of the meeting, as follows:

1. By recessing on all days at 6:00 p.m., or subject to (3.) below;
2. By reconvening at 9:30 a.m. each day; and
3. By adjourning on the last day of deliberations at whatever time is required, in order to complete the Agenda.

MOTION CARRIED

Moved by Councillor Chu

Seconded by Councillor Magliocca

WHEREAS only one amendment to a main motion may be placed on the floor of Council at a time;

AND WHEREAS the One Calgary 2019-2022 Service Plans and Budgets Council Meeting, commencing 2018 November 14 requires Council to make budget decisions over several days of debate;

AND WHEREAS Council, on the final day of deliberations, may wish to further adjust budgetary decisions adopted during this meeting;

AND WHEREAS there is a desire for greater flexibility in the decision-making process during One Calgary debates only;

NOW THEREFORE BE IT RESOLVED that, pursuant to Section 6(1) of the Procedure Bylaw 35M2017, as amended, Council suspends Section 112, in order that Council may consider multiple amendments to the main motion simultaneously;

AND FURTHER BE IT RESOLVED that, to provide for greater flexibility in Council's decision-making process, Council decisions related to One Calgary 2019-2022 Service Plans and Budgets adopted during the course of the 2018 November 14 meeting shall be subject to further adopted amendments at the same meeting, in order to allow for adjustment without the requirement for a reconsideration vote.

AND FURTHER BE IT RESOLVED that all other budgetary decisions made prior to the 2018 November 14 Regular meeting, continue to be subject to the reconsideration requirements per Section 116 of the Procedure Bylaw.

MOTION CARRIED

Moved by Councillor Farkas

Seconded by Councillor Chu

That Council reconsider its earlier decision to recess at 6:00 p.m. and reconvene at 9:30 a.m. each day of the budget deliberations.

ROLL CALL VOTE

For: (7): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Demong, Councillor Farkas, and Councillor Magliocca

Against: (7): Councillor Colley-Urquhart, Councillor Davison, Councillor Farrell, Councillor Gondek, Councillor Jones, Councillor Sutherland, and Councillor Woolley

MOTION DEFEATED

Moved by Councillor Chu

Seconded by Councillor Magliocca

That pursuant to section 31(3) of the Procedure Bylaw 35M2017, as amended, Council hears from members of the public who wish to address Council with respect to Report C2018-1158, One Calgary 2019-2022 Service Plans and Budgets, during the Public Submission portion of the meeting on 2018 November 26.

MOTION CARRIED

Moved by Councillor Chu
Seconded by Councillor Magliocca

That Council recess at 3:28 p.m. on Wednesday, 2018 November 14, to reconvene on Monday, November 26, 2018 at 9:30 a.m.

ROLL CALL VOTE

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

MOTION CARRIED

Council reconvened on Monday, 2018 November 26 at 9:33 a.m. with Mayor Nenshi in the Chair.

The following members of the public addressed Council with respect to Report C2018-1158:

1. Greg McMeekin
2. Jacob McGregor
3. Patrick Almond
4. Shelly Bischoff
5. Jana Hands
6. Larry Horeczy
7. Jon Bateman
8. Selina Clary
9. Nathan Hunt
10. Marilyn Wannamaker
11. Jean Blackstock
12. Amber Ruddy
13. Cynthia Watson
14. Glenn Boraas
15. Larry Munroe

Council recessed on Monday at 12:05 p.m. and reconvened at 1:25 p.m. with Mayor Nenshi in the Chair.

16. Kimberley Cooper
17. Nikki Loach
18. Paul Dornian
19. Michelle Thrush
20. Peter Hemminger
21. Walt DeBoni
22. Mary Rozsa de Conquet
23. Irfhan Rawji
24. Kim Warnk
25. David White
26. Ali McMillan
27. Alkarim Devani

- 28. Bob van Wegen
- 29. Solita Work

Council recessed on Monday at 3:16 p.m. and reconvened at 3:51 p.m. with Mayor Nenshi in the Chair.

Council, by general consent, modified its decision to end deliberations today at 6:00 p.m., as adopted on the first day of this meeting, and agreed to complete the public submission portion of today's meeting prior to recessing for the day, and to include a 30 minute supper recess at 6:00 p.m.

- 30. Manrita Rattan
- 31. Larry Leach
- 32. Deborah Sword
- 33. Moraig McCage
- 34. Amanda Affonso
- 35. Sheila Taylor
- 36. Matt Vermunt
- 37. Frank Terrazzano
- 38. Lourdes Juan
- 39. Danny Haines
- 40. Deb Lee
- 41. Vincent Morales
- 42. Steve Bently
- 43. Natalie Robertson
- 44. Bob Morrison
- 45. Peter Darlington
- 46. Steve Allan
- 47. Hannas Kovac
- 48. Richard Morden
- 49. Paul Dirkson

Council recessed on Monday at 6:15 p.m. and reconvened at 6:45 p.m. with Mayor Nenshi in the Chair.

- 50. Lisa Lipz
- 51. Bev Jarvis
- 52. Eric Wu
- 53. D'Arcy Lanovaz
- 54. Alexander Shevalier
- 55. Celia Lee
- 56. Colleen Huston
- 57. Colin McLean
- 58. Annie MacInnis
- 59. Brad Robertson
- 60. Rebecca Aizenman
- 61. Mark Gottlieb
- 62. Larry Heather
- 63. Augustine Louro.

Council recessed on Monday at 8:15 p.m. and reconvened on Tuesday, 2018 November 27 at 9:33 a.m. with Mayor Nenshi in the Chair.

Moved by Councillor Sutherland
Seconded by Councillor Magliocca

That, pursuant to Section 24 of the *Municipal Government Act*, Council move into a closed meeting in the Council Lounge, on Tuesday, 2018 November 27, at 9:52 a.m. to receive a Labour Negotiations Status Update with respect to Report C2018-1158.

MOTION CARRIED

Council moved into public meeting in the Council Chamber on Tuesday at 10:36 a.m. with Mayor Nenshi in the Chair.

Moved by Councillor Chu
Seconded by Councillor Colley-Urquhart

That Council Rise without reporting.

MOTION CARRIED

Administration in attendance during the closed meeting discussions with respect to the Verbal Update:

Clerks: L. Kennedy, B. Hilford; Legal: G. Cole; Advice: M. Brundsen, J. Fielding, B. Stevens; Observer: K. Black, S. Dalgleish, D. Duckworth, C. Male, M. Thompson.

By general consent, Council revised the scheduled lunch recess on Tuesday to occur from 11:30 a.m. to 1:30 p.m. to accommodate attending the Grey Cup Rally.

Moved by Councillor Davison
Seconded by Councillor Farrell

That Council direct that the closed meeting discussions with respect to the Labour Negotiations Status Update remain confidential pursuant to Section 24 of the *Freedom of Information and Protection of Privacy Act*.

Against: Councillor Farkas

MOTION CARRIED

Mayor Nenshi left the Chair on Tuesday at 11:09 a.m. and Deputy Mayor Gondek assumed the Chair.

Council, by general consent, modified its adopted lunch recess, in order to finish asking questions of clarification of the Police Services service owners.

Council recessed on Tuesday at 11:40 a.m. and reconvened at 1:34 p.m. with Mayor Nenshi in the Chair.

Council recessed on Tuesday at 3:22 p.m. and reconvened at 3:56 p.m. with Mayor Nenshi in the Chair.

Council recessed on Tuesday, 2018 November 27 at 5:56 p.m. and reconvened on Wednesday, 2018 November 28 at 9:35 a.m. with Mayor Nenshi in the Chair.

Moved by Councillor Carra
Seconded by Councillor Davison

That with respect to Recommendation 1 contained in Report C2018-1158, the Total Operating Budget for Fire & Emergency Responses, contained on page 219 of Attachment 1, be amended by adding \$1.7 Million to the 2019 Operating Budget, in order to maintain the rescue and response capabilities at the Ogden Fire Station.

ROLL CALL VOTE

For: (8): Councillor Carra, Councillor Colley-Urquhart, Councillor Davison, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Jones, and Councillor Magliocca

Against: (7): Mayor Nenshi, Councillor Chahal, Councillor Chu, Councillor Demong, Councillor Keating, Councillor Sutherland, and Councillor Woolley

MOTION CARRIED

Moved by Councillor Demong
Seconded by Councillor Sutherland

That with respect to Report C2018-1158, Council direct Administration to bring forward short- and medium-term plans for the Land Development and Sales budget line, particularly Transit Oriented Development (TOD) plans, given current economic realities to Council through the SPC on Utilities and Corporate Services no later than Q2 2019, with a broader overall corporate land strategy as previously directed.

Further, that the service line defer capital expenditures as much as practical before this report is delivered.

MOTION CARRIED

Moved by Councillor Chu
Seconded by Councillor Magliocca

That with respect to Recommendation 3 contained in Report C2018-1158, the Business Licensing Fees contained on pages 79 - 93 of Attachment 3R be amended as follows:

- Direct Administration to potentially freeze the 2021 and 2022 fee levels at the 2019 & 2020 levels, upon review by Council at Mid-Cycle Adjustments; and
- That Proposed Bylaw 51M2018 be amended accordingly, if required.

Against: Councillor Gondek and Councillor Keating

MOTION CARRIED

Moved by Councillor Farkas

Seconded by Councillor Chu

That Councillor Chu's proposed amendment be amended by deleting the words "remain at the current 2018 funding levels", following the words "2019, 2020, 2021, and 2022", and by substituting with the words "be reduced by 5% based on 2018 funding levels".

<u>Year</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Calgary Arts Development				
Authority Ltd.	10,830	10,830	10,830	10,830

ROLL CALL VOTE

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

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

MOTION DEFEATED

Moved by Councillor Chahal

Seconded by Councillor Sutherland

That Councillor Chu's proposed amendment be amended by deleting the words "remain at the current 2018 funding levels", following the words "2019, 2020, 2021, and 2022", and by substituting with the words "be reduced by \$1.25 Million".

<u>Year</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Calgary Arts Development				
Authority Ltd.	10,150	10,150	10,150	10,150

ROLL CALL VOTE

For: (3): Councillor Chahal, Councillor Colley-Urquhart, and Councillor Keating

Against: (12): Mayor Nenshi, Councillor Carra, Councillor Chu, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Jones, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

MOTION DEFEATED

Moved by Councillor Chu

Seconded by Councillor Magliocca

That with respect to Recommendation 1 contained in Report C2018-1158, the 'Operating Grant to Civic Partners' Table, contained on page 95 of Attachment 1, be amended as follows:

That funding levels for the budget years 2019, 2020, 2021, and 2022 remain at the current 2018 funding levels, and the Total Operating Budget for Arts & Culture be reduced accordingly.

<u>Year</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Calgary Arts Development				
Authority Ltd.	6,400	6,400	6,400	6,400

ROLL CALL VOTE

For: (5): Councillor Chu, Councillor Colley-Urquhart, Councillor Farkas, Councillor Keating, and Councillor Magliocca

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

MOTION DEFEATED

Moved by Councillor Sutherland

Seconded by Councillor Chu

1. That with respect to Recommendation 1 contained in Report C2018-1158, the Operating Budget for Library Services, contained on page 141 of Attachment 1, be amended as follows:

In the 'Breakdown of Net Operating Budget' Table, in the 'Service Increases' row, the following reductions:

<u>Year</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
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Service Increases 0 0 0 0

And that the Total Operating Budget (Net) for each year be reduced accordingly.

ROLL CALL VOTE

For: (10): Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Gondek, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

Against: (5): Mayor Nenshi, Councillor Carra, Councillor Farrell, Councillor Jones, and Councillor Woolley

MOTION CARRIED

Moved by Councillor Sutherland

Seconded by Councillor Chu

2. Further, that Library Services review their practices of free membership in relation to reducing expenses.

ROLL CALL VOTE

Against: (15): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Jones, Councillor Keating, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

MOTION DEFEATED

Council recessed on Wednesday at 12:04 p.m. and reconvened at 1:20 p.m. with Mayor Nenshi in the Chair.

Council recessed on Wednesday at 3:19 p.m. and reconvened at 3:52 p.m. with Mayor Nenshi in the Chair.

Moved by Councillor Woolley

Seconded by Councillor Magliocca

That with respect to Attachment 1 contained in report C2018-1158, the Operating Budget for Taxi, Limousine & Vehicles-for-Hire contained on page 323 of Attachment 1 be amended in the 'Breakdown of Net Operating Budget' Table, under the "Service Increases" row by deleting the figure "\$285" for 2019, and that the Total Operating Budget (Net) for 2019 be reduced accordingly.

ROLL CALL VOTE

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

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

MOTION DEFEATED

Council recessed at 3:19 p.m. and reconvened at 3:54 p.m. with Mayor Nenshi in the Chair.

Moved by Councillor Chahal

Seconded by Councillor Colley-Urquhart

That with respect to Attachment 1 contained in Report C2018-1158, total Operating Budget for Taxi, Limousine and Vehicles-for-Hire Service, that Council direct Administration to defer the hiring of 2 Peace Officers until the Limousine Taxi Service Vehicle Fee Review has been concluded and received by Council.

ROLL CALL VOTE

For: (5): Councillor Chahal, Councillor Colley-Urquhart, Councillor Demong, Councillor Farkas, and Councillor Keating

Against: (10): Mayor Nenshi, Councillor Carra, Councillor Chu, Councillor Davison, Councillor Farrell, Councillor Gondek, Councillor Jones, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

MOTION DEFEATED

Council recessed on Wednesday, 2018 November 28 at 6:05 p.m. and reconvened on Thursday, 2018 November 29 at 9:32 a.m. with Mayor Nenshi in the Chair.

Council recessed on Thursday, 2019 November 29 at 11:50 a.m. and reconvened on Friday, 2018 November 30 at 9:33 a.m. with Deputy Mayor Gondek in the Chair.

Council recessed by general consent on Friday at 9:34 a.m., and reconvened at 9:40 a.m. with Mayor Nenshi in the Chair.

The following members of the public addressed Council on Friday, November 30, 2018, with respect to Report C2018-1158:

1. Bill Ptacek
2. Avnish Mehta
3. Steve Allan.

Moved by Councillor Gondek

Seconded by Councillor Carra

That Council's decision made during the 2018 November 14 Regular Meeting, with respect to a Library Services Operating Budget reduction be reconsidered, as follows:

1. "That the Operating Budget for Library Services, contained on page 141 of Attachment 1 be amended as follows:

In the 'Breakdown of Net Operating Budget' Table, in the 'Service Increases' row, the following reductions:

<u>Year</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Service Increases	0	0	0	0

and that the Total Operating Budget (Net) for each year be reduced accordingly."

ROLL CALL VOTE

For: (5): Mayor Nenshi, Councillor Carra, Councillor Farrell, Councillor Magliocca, and Councillor Woolley

Against: (9): Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Gondek, Councillor Keating, and Councillor Sutherland

MOTION DEFEATED

Moved by Councillor Magliocca

Seconded by Councillor Carra

1. That with respect to Recommendation 1 contained in Report C2018-1158, the Operating Budget for Library Services, contained on page 141 of Attachment 1, be amended as follows:

In the 'Breakdown of Net Operating Budget' Table, in the 'Service Increases' row, the following reductions:

<u>Year</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Service Increases	500	350	300	250

And that the Total Operating Budget (Net) for each year be reduced accordingly.

ROLL CALL VOTE

For: (8): Mayor Nenshi, Councillor Carra, Councillor Davison, Councillor Farrell, Councillor Gondek, Councillor Keating, Councillor Magliocca, and Councillor Woolley

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

MOTION CARRIED

Moved by Councillor Colley-Urquhart

Seconded by Councillor Farkas

That the ruling of the Mayor, to decline to allow Councillor Woolley's proposed amendment to be split into separate parts for voting, be appealed.

ROLL CALL VOTE

For: (8): Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Demong, Councillor Farkas, Councillor Gondek, Councillor Magliocca, and Councillor Sutherland

Against: (5): Mayor Nenshi, Councillor Carra, Councillor Davison, Councillor Farrell, and Councillor Woolley

MOTION CARRIED

Moved by Councillor Woolley

Seconded by Councillor Davison

1. That with respect to Recommendation 1 contained in Report C2018-1158, Council approve a net zero change to the budget with .25% of the rate increase to be removed from Corporate Costs and invested in an economic development and tourism strategy (Chart 1), according to the recommended distribution outlined in Chart 2.

2. Further, that Council approve a one-time transfer from the Fiscal Stability Reserve of \$2 Million in 2019, to be allocated to Calgary Economic Development as bridge financing for operations.

<u>Chart 1:</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Rate increase	0.25%	0.25%	0.25%	0.25%
Coinciding Reductions				
in Operating Budget	-0.25%	-0.25%	-0.25%	-0.25%
Total (\$000s)	4,200	4,400	4,600	4,800

<u>Chart 2:</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Civic Partner				
CED	2,100	2,200	--	--
Special Events Fund (TC)	466	500	2,000	3,000
Heritage Park	384	--	--	--
Calgary Technologies Inc	--	--	300	--
Inflation	--	600	600	600
Parks Foundation Calgary	200	--	--	--
Festival and Events				

Subsidy Program	--	--	550	--
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MOTION CARRIED

Moved by Councillor Woolley
Seconded by Councillor Davison

1. That with respect to Recommendation 1 contained in Report C2018-1158, Council approve a net zero change to the budget with .25% of the rate increase to be removed from corporate costs and invested in an economic development and tourism strategy (Chart 1), according to the recommended distribution outlined in Chart 2.

Chart 2:

Civic Partner	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Calgary Arts Development	1,050	1,100	1,150	1,200

ROLL CALL VOTE

For: (8): Mayor Nenshi, Councillor Carra, Councillor Davison, Councillor Farrell, Councillor Gondek, Councillor Keating, Councillor Sutherland, and Councillor Woolley

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

MOTION CARRIED

Council recessed on Friday at 11:48 a.m. and reconvened at 1:07 p.m. with Mayor Nenshi in the Chair.

Moved by Councillor Carra
Seconded by Councillor Woolley

That with respect to Report C2018-1158, Council direct Administration to:

1. Develop a Main Streets Investment Program to implement strategic investments in growth areas within the developed areas, including proposed investment scenarios, These growth areas include, but are not limited to:
 - a. The 24 corridors identified as urban and neighbourhood corridors (now called Main Streets) in the MDP;
 - b. New corridors as identified through Developed Area Guidebook-supported Local Area Planning exercises;
 - c. Transit Oriented Development sites; and,
 - d. Other key growth areas identified within the MDP or through DAG-supported Local Area Planning.

Against: Councillor Farkas and Councillor Magliocca

MOTION CARRIED

Moved by Councillor Carra

Seconded by Councillor Woolley

That with respect to Report C2018-1158, Council direct Administration to:

2. Develop appropriately scaled, sustainable, & long-term funding mechanisms, and alternative funding options, providing for capital and operating funding as required. These mechanisms may include, but are not limited to:

- a. Dedicated tax support;
 - b. Dedicated tax room from other orders of government;
 - c. Localized tax uplift capture; and
 - d. If there are any capital cost savings available as infrastructure projects in the New Community Growth Strategy and Actively Developing Communities - funded through the dedicated property tax increase of 0.75% in 2019 and 1.4/0.4/0.4/0.4% (2019-2022), respectively - draw to completion, Council consider redirecting those funds to the Main Streets Capital Program. These potential capital cost savings would be monitored and identified at project completion.
3. Provide an update report to Council, through the SPC on Planning and Urban Development, no later than Q2 2019, and in conjunction with the established area growth and change strategy update report.

ROLL CALL VOTE

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

Against: (4): Councillor Chu, Councillor Demong, Councillor Farkas, and Councillor Magliocca

MOTION CARRIED

Moved by Councillor Carra

Seconded by Councillor Woolley

That with respect to Report C2018-1158, Council direct Administration to:

4. In the interim, if tax room should become available in April 2019, bring consideration of using a portion of the tax room to support the Main Streets Investment Program, and based on the proposed investment scenarios identified in #1, to Council through the Priorities and Finance Committee.

ROLL CALL VOTE

For: (5): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Farrell, and Councillor Woolley

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

MOTION DEFEATED

Moved by Councillor Carra
Seconded by Councillor Woolley

That with respect to Report C2018-1158, Council direct Administration to:

5. Commensurate with the 2.15% tax increase funding for Calgary's new community and actively developing Areas in the 2019 Budget:

a. Establish a property tax increase of 0.5% in each of the 2019, 2020, 2021 budgets, and 0.65% in 2022 to fund the Main Streets Capital Program; and

b. Include in the report, referenced in #3, a recommendation for capital and operating budget adjustments.

ROLL CALL VOTE

For: (4): Mayor Nenshi, Councillor Carra, Councillor Farrell, and Councillor Woolley

Against: (10): Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Gondek, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

MOTION DEFEATED

Moved by Councillor Farkas
Seconded by Councillor Chu

That Councillor Sutherland's proposed motion on tax room be amended by deleting the words "to make use of the tax room to reduce the municipal non-residential property tax rate Council's highest priority", following the words "Become available for 2019", and substitute with the words "to apply the tax room to reduce the non-residential property tax rate."

ROLL CALL VOTE

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

Against: (11): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farrell, Councillor Gondek, Councillor Keating, Councillor Sutherland, and Councillor Woolley

MOTION DEFEATED

Moved by Councillor Sutherland

Seconded by Councillor Chu

That with respect to Report C2018-1158, Council direct Administration, that if provincial tax room should become available for 2019, to make use of the tax room to reduce the municipal non-residential property tax rate Council's highest priority.

MOTION CARRIED

Mayor Nenshi left the Chair at 2:15 p.m. and Deputy Mayor Gondek assumed the Chair.

Moved by Mayor Nenshi

Seconded by Councillor Magliocca

That with respect to Attachment 2 contained in Report C2018-1158, Council direct Administration to allocate \$43 million in remaining, one-time capital funding as follows:

1. \$6 million to the Parks Leveraged Partner Program for priority parks, playgrounds and playfields projects including but not limited to applications from Parks Foundation Calgary major capital projects;

Against: Councillor Demong

MOTION CARRIED

Moved by Mayor Nenshi

Seconded by Councillor Magliocca

That with respect to Attachment 2 contained in Report C2018-1158, Council direct Administration to allocate \$43 million in remaining, one-time capital funding as follows:

2. \$6.5 million to Recreation to fund the Capital Conservation Grant to support community associations and social recreation groups;

MOTION CARRIED

Moved by Mayor Nenshi

Seconded by Councillor Magliocca

That with respect to Attachment 2 contained in Report C2018-1158, Council direct Administration to allocate \$43 million in remaining, one-time capital funding as follows:

3. \$5.5 million to Sidewalks and Pathways to fund active mobility in the 42 Avenue SE multi-use pathway and other priority pathway connections;

ROLL CALL VOTE

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

Against: (6): Councillor Chu, Councillor Davison, Councillor Demong, Councillor Gondek, Councillor Keating, and Councillor Sutherland

MOTION CARRIED

Moved by Mayor Nenshi
Seconded by Councillor Magliocca

That with respect to Attachment 2 contained in Report C2018-1158, Council direct Administration to allocate \$43 million in remaining, one-time capital funding as follows:

4. \$17.5 million to support the purchase of additional LRV trains cars, depending on market conditions and pricing available;

MOTION CARRIED

Moved by Mayor Nenshi
Seconded by Councillor Magliocca

That with respect to Attachment 2 contained in Report C2018-1158, Council direct Administration to allocate \$43 million in remaining, one-time capital funding as follows:

5. \$.5 million to support urban forestry; and

MOTION CARRIED

Moved by Mayor Nenshi
Seconded by Councillor Magliocca

That with respect to Attachment 2 contained in Report C2018-1158, Council direct Administration to allocate \$43 million in remaining, one-time capital funding as follows:

6. Further, that Council direct 50% of the available balance of the Community Investment Fund to the Recreation Facility Amenity Renewal Program for lifecycle maintenance for Recreation facilities for each of 2019 -2022.

MOTION CARRIED

Moved by Councillor Carra
Seconded by Mayor Nenshi

That with respect to Report C2018-1158, Council direct Administration to:

1. Coordinate Roads & Real Estate Development Services to develop a focused private sector offering of surplus Roads Lands adjacent to Flyover Park wherein the land sale or lease and/or tax capture from private development of that site could help fund the park; and
2. Report on progress to the SPC on Community and Protective Services by Q2 2019.

Against: Councillor Demong

MOTION CARRIED

Moved by Councillor Colley-Urquhart
Seconded by Councillor Woolley

That pursuant to Section 6(1) of the Procedure Bylaw 35M2017, as amended, Section 78(1)(c) be suspended to allow Council to complete the agenda for this meeting.

ROLL CALL VOTE

For: (6): Councillor Colley-Urquhart, Councillor Demong, Councillor Gondek, Councillor Keating, Councillor Sutherland, and Councillor Woolley

Against: (8): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Davison, Councillor Farkas, Councillor Farrell, and Councillor Magliocca

MOTION DEFEATED

Council recessed, by general consent, on Friday at 3:17 p.m. and reconvened at 3:38 p.m. with Deputy Mayor Gondek in the Chair.

Moved by Mayor Nenshi
Seconded by Councillor Woolley

That with respect to Report C2018-1158, Council direct Administration to:

1. Find salary and wage savings to achieve a property tax increase of 2.45% in 2019, and fix the residential tax rate increase at 3.45% to achieve a shift from the non-residential assessment base to the residential base.

RECORDED VOTE

For: (10): Mayor Nenshi, Councillor Carra, Councillor Davison, Councillor Demong, Councillor Farrell, Councillor Gondek, Councillor Keating, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

Against: (4): Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, and Councillor Farkas

MOTION CARRIED

Moved by Mayor Nenshi
Seconded by Councillor Woolley

That with respect to Report C2018-1158, Council direct Administration to:

2. Better inform mid-cycle budget considerations and to shape the focus of anticipated Zero-Based Reviews, direct Administration (specifically Corporate Initiatives and Intergovernmental & Corporate Strategy) to work with Mayor Nenshi and Cllrs. Colley-Urquhart and Gondek in drafting the agenda and outcomes for the January 28 2019 Strategic Meeting of Council that will accomplish the goals of:

- a. setting Council strategic priorities for the remainder of the term;
- b. discussing the major unfunded capital projects; and
- c. inform the agenda and outcomes for a subsequent session to conduct a review of the 61 service lines (and subsets) before the end of Q3 2019.

4. Meet with the Chamber of Commerce, Commercial Real Estate Advisory Committee of Calgary, Economic Development and other interested stakeholders by the end of April 2019 to share ideas and options generated through the tax shift work undertaken in point 3 above. Following this engagement, bring a joint Administration/business community presentation to Priorities & Finance Committee on May 14, 2019.

MOTION CARRIED

Moved by Mayor Nenshi
Seconded by Councillor Woolley

That with respect to Report C2018-1158, Council direct Administration to:

3. Come back in Q1 2019 with further options on shift from non-residential assessment base to the residential assessment base as previously directed by Council, including but not limited to:

- a. creation of a small-business assessment class;
- b. continuing shift from non-residential to residential;

- c. one-time money to manage the transition;
- d. advocacy with Federal and Provincial Governments; and
- e. an examination of reserves and other funding sources which may be available.

RECORDED VOTE

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

Against: (2): Councillor Colley-Urquhart, and Councillor Farkas

MOTION CARRIED

Moved by Mayor Nenshi
Seconded by Councillor Demong

That with respect to Report C2018-1158, that Council:

1. Direct Administration to allocate \$5 M from the Fiscal Stability Reserve to the Council Innovation Fund;

ROLL CALL VOTE

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

Against: (5): Councillor Chu, Councillor Gondek, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

MOTION CARRIED

Moved by Mayor Nenshi
Seconded by Councillor Demong

That with respect to Report C2018-1158, that Council:

2. Direct Administration, in conjunction with the Mayor's Office and Members of Council, to return in Q1 2019 to the Priorities and Finance Committee with revised Terms of Reference for the Fund, including but not limited to:
 - a. A better definition for what Fund should be used for;
 - b. A Revised application process; and

c. Consideration of using a portion of the Fund for Community-driven projects throughout The City.

MOTION CARRIED

Mayor Nenshi resumed the Chair at 4:27 p.m. and Councillor Gondek returned to her regular seat in the Chamber.

Moved by Councillor Farkas

Seconded by Councillor Chu

That with respect to Report C2018-1158, Council direct Administration to maintain 2018 spending levels for Police Services, Fire, snow clearing and utilities and adopt 2018 budget levels minus 5 percent for all other areas.

ROLL CALL VOTE

For: (1): Councillor Farkas

Against: (13): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farrell, Councillor Gondek, Councillor Keating, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

MOTION DEFEATED

Moved by Councillor Chu

Seconded by Councillor Chahal

That with respect to Report C2018-1158, Council direct Administration to only increase residential property tax to match the agreed growth management increase of 3.15% for 2019, and 0.4% for 2020, 2021, and 2022.

ROLL CALL VOTE

For: (1): Councillor Chu

Against: (13): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Keating, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

MOTION DEFEATED

Moved by Councillor Davison

Seconded by Councillor Woolley

That with respect to C2018-1158, the following proposed Motion be adopted:

NOW THEREFORE BE IT RESOLVED that Council permit the OCIF Steering Committee to hire dedicated Calgary Economic Development staff to support operations relating to the successful execution of the fund;

AND FURTHER BE IT RESOLVED that the funding for the dedicated staff come from the OCIF fund, totaling no more than 1% per year;

AND FURTHER BE IT RESOLVED that said dedicated staff report directly to the OCIF Steering Committee, via Calgary Economic Development, of any indicatives that relate directly to the execution and application of the fund's objectives, mission and vision.

Council, by general consent, agreed to withdraw Councillor Davison's proposed amendment with respect to Funding for Opportunity Calgary Investment Fund Steering Committee personnel.

Moved by Councillor Davison

Seconded by Councillor Gondek

That with respect to Report C2018-1158, the following proposed Motion be adopted:

NOW THEREFORE BE IT RESOLVED, that with respect to Parks & Open Spaces, Council direct Administration to add one-time funding to the Calgary Parks Foundation totaling \$400,000 for 2019.

AND FURTHER BE IT RESOLVED, be it resolved that Council establish a yearly funding strategy to enable base funding, year-over-year, of up to \$400,000 annually.

AND FURTHER BE IT RESOLVED, that the Calgary Parks Foundation prepare a final report to the Standing Policy Committee on Planning and Urban Development no later than Q4, 2019.

Council, by general consent, agreed to withdraw Councillor Davison's proposed amendment with respect to Parks & Open Spaces one-time funding.

Moved by Councillor Chu

Seconded by Councillor Farrell

That with respect to Report C2018-1158, the following be adopted:

That Council:

1. Adopt the 2019-2022 Service Plans and Budgets, **as amended**, including the associated operating and capital budgets, as identified in Revised Attachment 1.

ROLL CALL VOTE

For: (9): Mayor Nenshi, Councillor Carra, Councillor Davison, Councillor Farrell, Councillor Gondek, Councillor Keating, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

Against: (5): Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Demong, and Councillor Farkas

MOTION CARRIED

Moved by Councillor Chu

Seconded by Councillor Farrell

That with respect to Report C2018-1158, the following be adopted:

That Council:

3. For the proposed user fees and utility rates in Revised Attachment 3:
 - a. Approve the user fee and rate changes in Attachments 3A – 3Q and Revised Attachments 3C, 3E and 3M; and
 - b. Give three readings to each of the bylaws in Attachments 3R – 3AB and Revised Attachments 3U and 3AA.
4. Approve carry-forwards from 2018 to 2019 of unspent one-time expenditure budget for Economic Development & Policy Coordination (up to \$1.361 million) in Civic Partners (Program #449) and Council Innovation Fund (up to \$2.002 million) in Corporate Costs (Program #861) Economic Development & Tourism and Corporate Costs respectively.
5. Approve funding of up to \$44 million for 2019-2022 from the Budget Savings Account for one-time budget if required.
6. Direct Administration to return in Q4 of 2019, 2020 and 2021 with adjustments to the 2019-2022 Service Plans and Budgets, and direct that these annual adjustments shall not be deemed to be a reconsideration of the decisions made at the 2018 November 14 Council meeting with respect to the adoption of the One Calgary 2019 – 2022 Business Plans and Budgets.

MOTION CARRIED

Moved by Councillor Gondek

Seconded by Councillor Sutherland

That with respect to Report C2018-1158, the following motion arising be adopted:

That Council direct Calgary Economic Development Ltd to work with CADA Ltd in creating a two-page business case for return on investment of the creative industries, focusing specifically on the investments being made by the City of Calgary to demonstrate the critical need for matching

funds from the provincial and federal governments. Given that Alberta generates 15.53% of Canada's GDP, while hosting only 11.6% of the country's population, the ability for Alberta's largest city to continue significant contributions to the nation's economy relies on collaborative investment commitments, especially in new growth sectors like creative industries.

MOTION CARRIED

Moved by Councillor Sutherland

Seconded by Councillor Woolley

That with respect to Report C2018-1158, the following motion arising be adopted:

That Council direct Administration to keep the FTE count for the City of Calgary at or below the 2018 levels for 2019 - 2022, with the exception of FTEs that are contained in the One Calgary Plans and Budget process for 2019 - 2022. That all FTEs associated with the 2019-2022 One Calgary approved budget must be requested through the established Corporate Workforce Planning Committee with a view to limit new FTEs by looking at existing resources prior to creating new FTEs. Any savings through redirection of resources continue to be contributed to the established Budget Savings Account reserve and reported to Council on annual basis.

MOTION CARRIED

Moved by Councillor Colley-Urquhart

Seconded by Councillor Sutherland

That with respect to Report C2018-1158, the following motion arising be adopted:

Administration be requested to bring forward a plan for a real estate and redevelopment assessment (including costs) which may include decommissioning, repurposing, and/or divesting of public golf course(s) for reinvestment in the remaining amenities to sustain the overall operations of public golf courses in Calgary. And further, report back directly through the SPC on Community and Protective Services no later than May 2019.

Against: Councillor Farkas

MOTION CARRIED

Moved by Councillor Farkas

Seconded by Councillor Chahal

That with respect to Report C2018-1158, the following motion arising be adopted:

Direct Administration to bring forward scenarios for Council's consideration during budget deliberations in 2019, which contemplate the general pros and cons of a 2020 budget based on:

- a freeze at 2019 spending levels,
- 2019 spending levels (minus 2.5 percent), and
- 2019 spending levels (minus 5 percent).

ROLL CALL VOTE

For: (7): Mayor Nenshi, Councillor Chahal, Councillor Chu, Councillor Demong, Councillor Farkas, Councillor Gondek, and Councillor Keating

Against: (7): Councillor Carra, Councillor Colley-Urquhart, Councillor Davison, Councillor Farrell, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

MOTION DEFEATED

Moved by Councillor Farkas

Seconded by Councillor Davison

That with respect to Report C2018-1158, the following motion arising be adopted:

That Council direct Administration to conduct a Budget open house in May 2019.

ROLL CALL VOTE

For: (10): Mayor Nenshi, Councillor Chahal, Councillor Chu, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Gondek, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

Against: (3): Councillor Colley-Urquhart, Councillor Farrell, and Councillor Woolley

MOTION CARRIED

Moved by Councillor Chu

Seconded by Councillor Sutherland

That Bylaw 51M2018 be introduced and read a first time.

Against: Councillor Farkas and Mayor Nenshi

MOTION CARRIED

That Bylaw 51M2018 be read a second time.

Against: Councillor Farkas and Mayor Nenshi

MOTION CARRIED

That authorization now be given to read Bylaw 51M2018 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 51M2018 be read a third time.

Against: Councillor Farkas and Mayor Nenshi

MOTION CARRIED

That Bylaw 48M2018 be introduced and read a first time.

MOTION CARRIED

That Bylaw 48M2018 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 48M2018 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 48M2018 be read a third time.

MOTION CARRIED

That Bylaw 44M2018 be introduced and read a first time.

MOTION CARRIED

That Bylaw 44M2018 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 44M2018 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 44M2018 be read a third time.

MOTION CARRIED

That **Revised** Bylaw 58M2018 be introduced and read a first time.

MOTION CARRIED

That **Revised** Bylaw 58M2018 be read a second time.

MOTION CARRIED

That authorization now be given to read **Revised** Bylaw 58M2018 a third time.

MOTION CARRIED UNANIMOUSLY

That **Revised** Bylaw 58M2018 be read a third time.

MOTION CARRIED

That Bylaw 55M2018 be introduced and read a first time.

MOTION CARRIED

That Bylaw 55M2018 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 55M2018 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 55M2018 be read a third time.

MOTION CARRIED

That Bylaw 49M2018 be introduced and read a first time.

MOTION CARRIED

That Bylaw 49M2018 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 49M2018 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 49M2018 be read a third time.

MOTION CARRIED

That Bylaw 50M2018 be introduced and read a first time.

MOTION CARRIED

That Bylaw 50M2018 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 50M2018 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 50M2018 be read a third time.

MOTION CARRIED

That Bylaw 54M2018 be introduced and read a first time.

Against: Councillor Woolley

MOTION CARRIED

That Bylaw 54M2018 be read a second time.

Against: Councillor Woolley

MOTION CARRIED

That authorization now be given to read Bylaw 54M2018 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 54M2018 be read a third time.

Against: Councillor Woolley

MOTION CARRIED

That Bylaw 47M2018 be introduced and read a first time.

MOTION CARRIED

That Bylaw 47M2018 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 47M2018 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 47M2018 be read a third time.

MOTION CARRIED

That **Revised** Bylaw 56M2018 be introduced and read a first time.

MOTION CARRIED

That **Revised** Bylaw 56M2018 be read a second time.

MOTION CARRIED

That authorization now be given to read **Revised** Bylaw 56M2018 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw **Revised** 56M2018 be read a third time.

MOTION CARRIED

That Bylaw 57M2018 be introduced and read a first time.

MOTION CARRIED

That Bylaw 57M2018 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 57M2018 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 57M2018 be read a third time.

MOTION CARRIED

REVISED MATERIALS

9.2.1.1 Proposed Revisions to C2018-1158 - One Calgary 2019-2022
Service Plans and Budgets - 2018 November 21

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

Moved by Councillor Colley-Urquhart
Seconded by Councillor Sutherland

That with respect to Referred Report CPS2018-1216,
Council:

1. Approve the establishment of the City of Calgary Indigenous Relations Office (IRO) as set out in Report CPS2018-1216.

2. Endorse the initial core functions of the City of Calgary IRO to include but not be limited to:
 - a. Strategy & Leadership;
 - b. Legal Advice & Reporting;
 - c. Cultural Training & Advice;
 - d. Relationship Coordination; and
 - e. Engagement with First Nations, The Metis, Inuit and urban Indigenous Calgarians.
3. Receive a scoping report through the SPC Community and Protective Services by Q3 2019, reflecting meaningful and regular engagement with First Nations, The Metis, Inuit and urban Indigenous Calgarians on the determination of IRO's collective collaborative vision and core functions.

MOTION CARRIED

By general consent, Council excused Councillor Jones from attendance at the meeting on Friday, 2018 November 30.

NEW MATERIALS

9.2.1.3 Public Submissions received as of 12:00 p.m. 2018, November 21

9.3 COMMITTEE REPORTS

None

10. ITEMS DIRECTLY TO COUNCIL

10.1 NOTICE(S) OF MOTION

None

10.2 BYLAW TABULATIONS

None

10.3 MISCELLANEOUS BUSINESS

None

11. URGENT BUSINESS

None

12. CONFIDENTIAL ITEMS

12.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

12.2 URGENT BUSINESS

None

13. ADMINISTRATIVE INQUIRIES

None

14. ADJOURNMENT

Moved by Councillor Colley-Urquhart

Seconded by Councillor Keating

That this meeting adjourn at 5:47 p.m. on Friday, 2018 November 30.

ROLL CALL VOTE

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

MOTION CARRIED

MAYOR

CITY CLERK

Bonnybrook Plant D Expansion Audit

EXECUTIVE SUMMARY

The City Auditor's Office issued the Bonnybrook Plant D Expansion Audit Report to Administration on November 12, 2018. The report includes Administration's response to four recommendations raised by the City Auditor's Office reflecting opportunities to improve the efficiency of existing project controls. The Project management team within the Water Resources Business Unit have agreed to all recommendations and have set action plan implementation dates no later than December 31, 2018. The City Auditor's Office will track the implementation of these commitments as part of our ongoing follow-up process.

RECOMMENDATIONS

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

RECOMMENDATION OF THE AUDIT COMMITTEE, DATED 2018 NOVEMBER 20:

That Council receive Report AC2018-1346 for information.

PREVIOUS COUNCIL DIRECTION / POLICY

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

BACKGROUND

The Bonnybrook Wastewater Treatment Plant's (WWTP) Plant D Expansion Project (the Project) will increase the Plant's treatment capacity by 30% to service projected population growth in Calgary and the surrounding communities, with a projected cost of \$636M. The Project will upgrade existing facilities and equipment, expand treatment capacity, and improve Bonnybrook WWTP resiliency and environmental performance. The Project comprises 14 Work Packages; planning began in 2013, construction in 2016, and completion is expected in 2025. The Project is part of a larger program of work at Bonnybrook WWTP that encompasses capacity upgrades to existing infrastructure, enhanced energy efficiency, electrical upgrades and the construction of a new Dewatering Building that supplies biosolids to the City's new composting facility.

The objective of the audit was to assess the effectiveness of The City's project management of the Project. The objective was achieved by evaluating the design and operation of Project controls that mitigate schedule, safety, quality, and environmental risks.

Overall schedule, safety, quality, and environmental risks to the Project are appropriately mitigated. We made four recommendations to increase efficiency of controls through improvement in oversight, monitoring, and reporting. The Project team have agreed with our

Bonnybrook Plant D Expansion Audit

recommendations, and have set action plan implementation dates no later than December 31, 2018.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Stakeholder Engagement, Research and Communication

This audit was conducted with the Project team within the Water Resources Business Unit as the principal audit contact within Administration.

Strategic Alignment

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

Social, Environmental, Economic (External)

N/A

Financial Capacity

Current and Future Operating Budget

N/A

Current and Future Capital Budget

N/A

Risk Assessment

The activities of the City Auditor's Office serve to promote accountability, mitigate risk, and support an effective governance structure. This audit was undertaken as part of the approved City Auditor's Office 2017/2018 Annual Audit Plan and focused on the effectiveness of The City's project management of the Bonnybrook Plant Expansion project's controls to mitigate risks identified in our risk assessment.

REASON FOR RECOMMENDATIONS

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

ATTACHMENT

Bonnybrook Plant D Expansion Audit – AC2018-1346



Calgary

City Auditor's Office

Bonnybrook Plant D Expansion Audit

November 12, 2018

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

Executive Summary

The Bonnybrook Wastewater Treatment Plant's (WWTP) Plant D Expansion Project (the Project) will increase the Plant's treatment capacity by 30% to service projected population growth in Calgary and the surrounding communities, with a projected cost of \$636M. The Project will upgrade existing facilities and equipment, expand treatment capacity, and improve Bonnybrook WWTP resiliency and environmental performance. The Project comprises 14 Work Packages; planning began in 2013, construction in 2016, and completion is expected in 2025. The Project is part of a larger program of work at Bonnybrook WWTP that encompasses capacity upgrades to existing infrastructure, enhanced energy efficiency, electrical upgrades and the construction of a new Dewatering Building that supplies biosolids to the City's new composting facility.

The objective of the audit was to assess the effectiveness of The City's project management of the Project. The objective was achieved by evaluating the design and operation of Project controls that mitigate schedule, safety, quality, and environmental risks.

The audit approach focused on the design and operation of selected Project controls in operation during the time period June 2017 – June 2018. Where the operation of controls were reviewed, the sample selected related to Work Package 13A (refurbishment of Digester 5, and three additional Digesters); which was under construction during the time period audited.

We concluded that overall schedule, safety, quality, and environmental risks to the Project are appropriately mitigated. Project Work Package schedules are monitored, and a process is in place to provide verification of Construction Manager progress prior to payment authorization. To mitigate the risk of injuries on the Project site, safety controls include physical WWTP site security, Project work site access, Project safety training, and safety monitoring and reporting. Testing and commissioning of materials and inspections of installation are designed to support quality requirements. Weekly inspections support the Environmental Construction Operation (ECO) Framework which mitigates environmental risk to the Project and WWTP site.

We identified four opportunities to improve efficiency of controls through improvements in oversight, monitoring and reporting. We recommended:

- Improving transparency in progress reporting to reflect actual Work Package schedule information;
- Enhancing safety training verification checks;
- Incorporating quality into Work Package progress meeting agendas; and
- Monitoring fulfilment of Environmental Construction Operations (ECO)/ Erosion & Sediment Control (ESC) Checklist Inspection requirements.

While our observations arose from our review of the operation of controls related to Work Package 13A, our recommendations are expected to apply to and enhance the management of risk on all current and future Work Packages which make up the Project. The Project team have agreed with our recommendations, and have set action plan implementation dates no later than December 31, 2018. The City Auditor's Office will follow up on all commitments as part of our on-going recommendation follow up process.

1.0 Background

In 2014, The City approved expansion of Bonnybrook Wastewater Treatment Plant's (WWTP) Plant D to increase wastewater treatment capacity. Bonnybrook is the largest of The City's three wastewater treatment plants and it handles approximately 70% of Calgary's wastewater (Figure 1).

The Plant D Expansion Project (the Project) will increase Bonnybrook's treatment capacity by 30%, or 325,000 equivalent population (EP) to service projected population growth in Calgary and surrounding communities. The Project includes upgrades and enhancements to improve the long-term environmental performance which will help protect the Bow River for future generations.

The Project, a major work of Utilities and Environmental Protection, is comprised of 14 individual Work Packages managed by the Water Resources department at the Bonnybrook WWTP; each Work Package is managed as a project. As shown in Figure 2, the Project comprises of upgrades to current infrastructure, and installation of new infrastructure to enhance capacity. Figure 2 also shows additional projects that are being undertaken as part of the larger program of work on site which encompasses capacity upgrades to existing infrastructure, enhanced energy efficiency, electrical upgrades and the construction of a new Dewatering Building that supplies biosolids to the City's new composting facility.

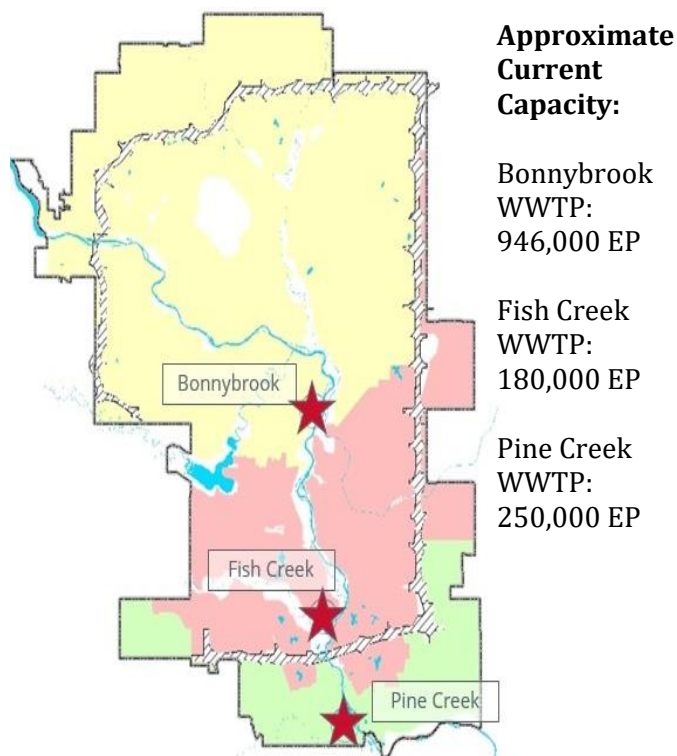


Figure 1: The City's wastewater treatments plants



Figure 2: Annotated Map of Plant D Expansion Project

The Project's cost projection is \$636M, and is expected to be completed by 2025. The expansion work began with planning in 2013 and construction work commenced in 2016. \$71.55M had been spent as of March 2018. The allocated budget for 2018 was \$69.84M.

The Bonnybrook Projects Steering Committee, as shown in Figure 3, is comprised of the Project's key stakeholders, and oversees the Expansion Project as well as the other Bonnybrook WWTP projects. The Committee reviews a standardized package from each Project that includes the Progress Reports, Risk Register, Safety Summary, Issues Log and other identified matters to guide and support the project management teams.

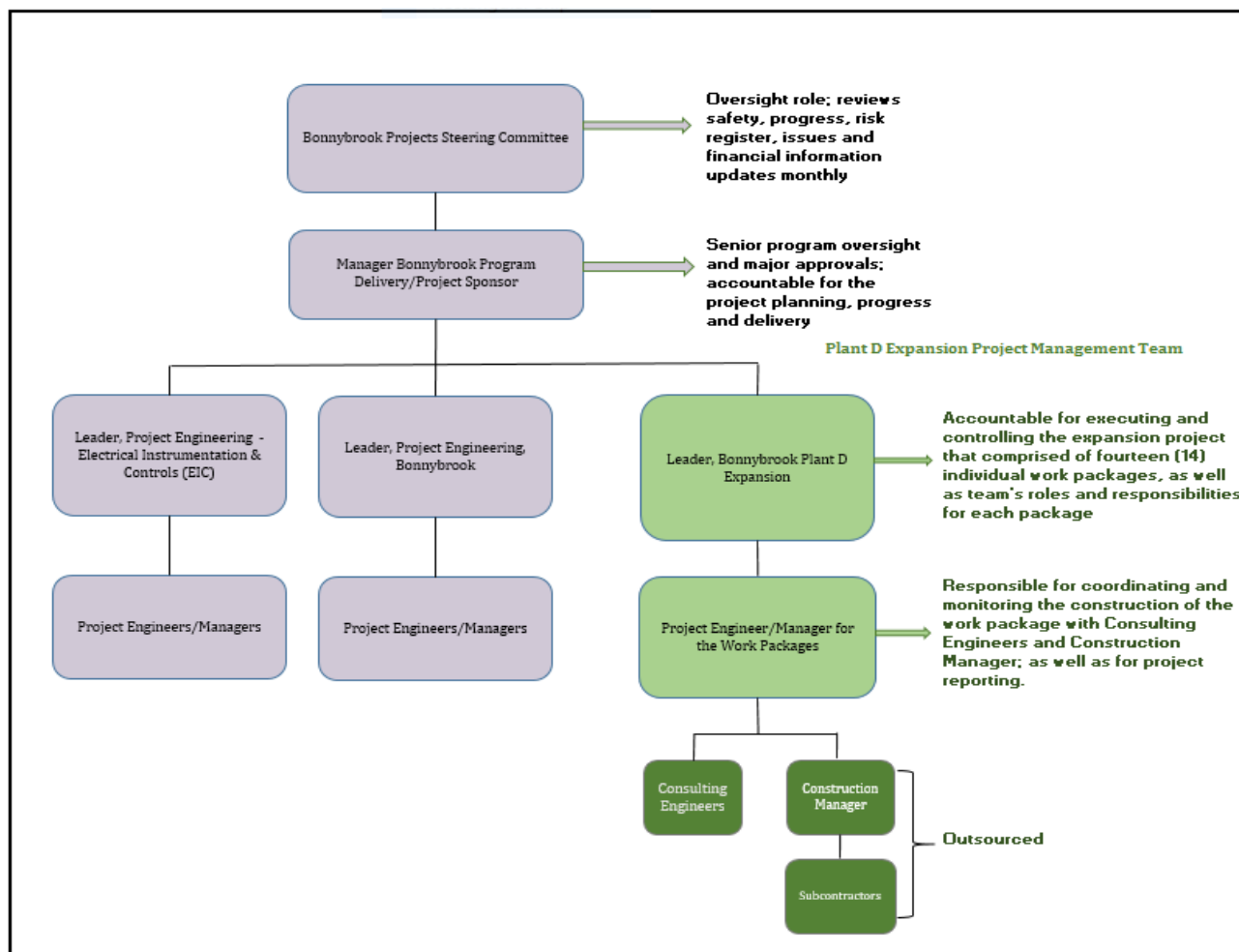


Figure 3: Bonnybrook Project Governance Structure

2.0 Audit Objectives, Scope and Approach

2.1 Audit Objective

The objective of this audit was to assess the effectiveness of The City's project management of the Bonnybrook Plant D Expansion Project. The objective was achieved by evaluating the design and operation of selected project controls that mitigate schedule, safety, quality, and environmental risks identified in our risk assessment.

2.2 Audit Scope

The audit focused on the design and operation of selected Project controls in operation during the time period June 2017 – June 2018. Where the operational effectiveness of controls were assessed, the sample selected related to the Work Package 13A (refurbishment of Digester 5 in progress at the time of fieldwork, and the additional refurbishment of a further three Digesters), as this was under construction during the time period of the audit. Work Package 13A occurs in the Solids Handling area of Bonnybrook WWTP (see Figure 2: Annotated Map - Plant D Expansion Project). The Work Package has an estimated cost of \$38.1M, approximately 6% of the total Project, and it is expected to be completed by March 25, 2021.

The audit did not focus on the design phase of the Project, nor on budget related funding decisions. In addition, as the Project's Work Packages have committed contracts at Guaranteed Maximum Price, risk to Project cost was not a focus of this audit.

2.3 Audit Approach

We conducted interviews with Project team staff, assessed the design of control documentation, and evaluated the operation of selected Project controls.

3.0 Results

We concluded that schedule, safety, quality, and environmental risks to the Project are appropriately mitigated. Project Work Package schedules are monitored, and a process is in place to provide verification of Construction Manager progress prior to payment authorization. To mitigate the risk of injuries on the Project site, safety controls include physical WWTP site security, Project work site access, Project safety training, and safety monitoring and reporting. Testing and commissioning of materials and inspections of installation are designed to support quality requirements. Weekly inspections support the Environmental Construction Operation (ECO) Framework which mitigates environmental risk to the Project and WWTP site.

Although some of the selected controls assessed had design or operating effectiveness issues, we noted other compensating processes that mitigated these risks to an appropriate level. Recommendations to strengthen these selected controls will improve effective Project oversight, monitoring and reporting.

3.1 Schedule

The Project has controls designed appropriately to mitigate the risk of delays to the Project either through the contractor (Construction Manager) experiencing delays, or through the City not being ready for the contractor to start construction. We identified one area where schedule reporting does not provide full information to support Project decision making.

We observed that weekly scrum meetings between the City Project team and Construction Manager confirm where the workers will be working, and what equipment they are working, in order to avoid safety mishaps, equipment assignment overlap, and work site conflict with day to day operational activities, which support Project site readiness and mitigates risks to schedule.

The City Project team, Consulting Engineers and Construction Manager meet bi-weekly to discuss a standardized Work Package review list. The review list includes a project schedule update based on the Construction Manager's actual Work Package progress status. This review of schedule also includes discussion of site readiness to mitigate the risk of the City not being ready for the Construction Manager to start construction.

Monthly, the Project Engineer for the Work Packages provides a Project schedule status (Normal/Concern) to the Bonnybrook Projects Steering Committee meeting based on information in the Project Reporting Tool Manager Report (PRT). We reviewed a sample of three PRT Reports and noted that schedule information (dates) aligned to progress information from the Construction Manager, and verbal information provided by the Manager, Bonnybrook Program Delivery, giving assurance that schedule information is closely monitored and accurately recorded. We identified in reviewing the sample reports that the schedule status for the Expansion Project was shown as "normal" in June 2018 despite the forecast completion dates for Work Package 13A being eight months behind originally planned schedule (see Section 4.1 for further schedule information), as the delay was not impacting the Project's critical path. The supporting PRT showed the schedule status of the Work Package as "normal". We recommended (Recommendation 1) that to enhance the accuracy, completeness and clarity of reported schedule information, the schedule status reported to the Steering Committee should reflect actual Work Package schedule information.

Two controls that mitigate the risk to the Project schedule are related to Project payments. Firstly, we confirmed that the Construction Manager will pay a daily penalty if Project completion is delayed beyond dates agreed to through City-approved change orders. At the time of the audit fieldwork no payments had been made or were expected to be paid. Secondly, a process of validation and approval of invoices submitted by the Construction Manager is required before payment is made. This process includes verification of project progress by the Consulting Engineers, and inspection of the Project site by the Project Engineer/Manager of the Work Packages, who recommends payment be made to the Leader, Plant D Expansion Program. This segregation of duties and independent verification of progress provides assurance that processes and controls are in place to support payments made based on actual project progress rather than planned schedule.

3.2 Safety

To mitigate the risk of injuries on the Project site, safety controls include physical WWTP site security, Project work site access, Project safety training, and safety monitoring and reporting. Project construction activities take place within designated areas of the WWTP, and on-going daily operations must also be maintained elsewhere in the WWTP.

Bonnybrook WWTP has physical controls to prevent unauthorized site access. We observed fencing around the WWTP, and observed that during the day, access to the site is only by access card (for designated City employees and contractors) or by visitor sign in at the main entrance (barrier controlled). At night, electronic gates only permit designated employee and contractor access, and security patrols are in place to monitor any unauthorized access. Safety training is required to be completed before authorized employees, contractors and visitors access the Project site. As part of weekly Project site safety inspections, spot checks are made that individuals on the Project site have completed the required training. However, this verification has not been designed as an effective control (Section 4.2) and requires adjustment (Recommendation 2) to give assurance to the Leader, Bonnybrook Plant D Expansion, that individuals accessing the site have taken appropriate safety training.

In addition to safety training, we observed that information regarding risks in the immediate Project work area is posted up on a podium positioned at the entrance to a Project work area. Workers accessing the Project work area are required to sign in and are able to read the Field Level Risk Assessment, which provides information on risks and hazards in the specific Project site. This acts as an additional control should an employee, worker or visitor access the work area without having completed required safety training.

The Expansion Project Safety Advisor prepares a monthly safety summary which is reviewed by the Steering Committee. We reviewed a sample of three monthly summaries from 2018, and re-performed the Total Recordable Incident Frequency calculation to confirm accuracy of the calculation. We were able to confirm that appropriate follow up action had been taken where a safety incident was reported in one of the three monthly summaries reviewed.

3.3 Quality

The Project team have designed controls to mitigate the risks that Project materials do not meet quality specifications, and that installation is not completed to the quality and specifications of the contract. We identified one instance where a materials quality control

was not operating in Work Package 13A as designed, which was mitigated by additional quality controls designed to capture materials defects following installation.

The Project's Technical Specifications establish the materials quality requirements for the Digester upgrades, including Work Package 13A (Digester 5). Per the Technical Specifications two materials quality tests are required: Factory Acceptance Testing (FAT) of significant components before leaving the factory; and Guaranteed Performance Acceptance Testing (GPAT). FAT are required for Digester Pump House and Motor Control Centre, key components of the Digester Work Package. Approved shop drawings specify that GPAT should be completed for two of the six Digesters once in operation.

We reviewed documentation that confirmed FAT was completed for Digester 5's Digester Pump House. However, we identified that FAT for the Motor Control Centre was not performed; Factory Testing was performed by the manufacturer, but it was not witnessed by City representatives. This change to Technical Specifications was an agreed decision by the Project team based on a risk discussion (Section 4.3), and, while this change did not increase the risk of materials failing to meet quality specifications, and the Project team had appropriate authority to make this change, we raised a recommendation (Recommendation 3) that Work Package progress meeting agendas should incorporate quality as a standard item to capture changes from planned quality processes.

Should a materials quality issue not be identified through FAT, additional material quality processes and controls which could identify an issue include the Substantial Performance Certificate upon successful completion of the Digester commissioning testing, and associated warranty period provided by the Construction Manager.

GPAT is completed once a Digester is back in operation. We confirmed that the GPAT for Digester 6 (recently brought back into operation after refurbishment) was scheduled for completion during Q4 2018, which provides assurance that GPAT is operating as a part of the designed Expansion Project quality controls.

As construction on a Digester progresses, the Construction Manager completes quality inspections of their installation based on their Quality Plan. The Leader, Plant D Expansion Project, and Project Engineer/Manager of the Work Packages, conduct walk-through inspections of the Project site. A key control mitigating the risk of poor quality installation is the regime of independent quality inspection reviews completed by the Consulting Engineers. The Consulting Engineers' Services During Construction agreement with The City states that they coordinate and review quality reports from 3rd party inspection & testing agencies, and review and comment on 3rd party testing and inspection approach and reports.

During the time period audited, two 3rd party installation inspections were completed on Digester 5 (Work Package 13A). We confirmed through reviewing documentation that each inspection was responded to by the Consulting Engineers within 24 hours, and deficiencies were appropriately reviewed and addressed which gives assurance that on Work Package 13A, this control is operating as designed, and provides independent assurance to the Project team regarding installation quality.

3.4 Environmental Risks

The Environmental Construction Operation (ECO) Framework was formally established and agreed upon (2014) by The City of Calgary, The City of Edmonton and the Province of Alberta. Within this Framework, the Project Construction Manager prepared (June 2017) an ECO Plan for the Digester Upgrades (including Work Package 13A) which documents the specific environmental protection and mitigation measures that the Construction Manager and any subcontractors will implement over the course of the Project to mitigate environmental risks to the Project and/or Bonnybrook WWTP.

ECO/ESC (Erosion and Sediment Control) Plan Checklist Inspections are operating to provide confirmation to the Project team that the Plan is being enacted, and environmental risks are being identified should they materialize. The Checklist Inspections follow a set template, which covers key aspects of the ECO Plan. During the time period June 2017 – June 2018, we observed that 58 ECO/ESC Plan Checklist Inspections were completed by the Construction Manager. We reviewed a sample of three Checklist Inspection reports; two of the three reports identified deficiencies and we were able to confirm that deficiencies identified had subsequently been corrected.

While our review indicated that the Checklist Inspections were operating as an effective control to mitigate environmental risk, as deficiencies were identified and corrected, we also identified that the Checklist Inspections were not operating as a control as designed and defined by the Project team. The frequency of Checklist Inspections during the time period reviewed did not align to the written expectations in the ECO Plan, and the expectations regarding communication of deficiencies were not being completely fulfilled (Section 4.4). To further enhance the operation of this control, we recommended (Recommendation 4) that the expectations as to the operation of this control be clarified and monitored to provide the project team with assurance that this control operates as designed.

We would like to thank staff from the Bonnybrook Plant D Expansion Project team for their assistance and support throughout this audit.

4.0 Observations and Recommendations

4.1 Work Package Schedule Status Reporting

Schedule information communicated to the Bonnybrook Projects Steering Committee does not give a complete, accurate and transparent picture of individual Work Package schedule status, which may limit the ability of the Steering Committee to make informed and timely decisions.

The Bonnybrook Projects Steering Committee receive a status summary progress report, supported by a verbal update on the status of all Work Packages in the Plant D Expansion Project at monthly meetings. The status summary progress report is supported by a Project Reporting Tool Manager Report (PRT Report) provided to the Project Sponsor which provides a status for each Work Package (Normal/Concern) for Schedule, as well as for Quality, Budget, Land, Resources, and Stakeholders.

Plant D Expansion Project practice has been to report Work Package schedule status in the PRT Report as “Normal” unless the slippage in the schedule is impacting a critical path item and will impact the overall Plant D Expansion Project end date and/or increase Project costs. Information about the actual current schedule compared to planned schedule for Work Packages or the Project is not provided alongside the status to the Steering Committee.

The June 2018 PRT Report shows a schedule status of “Normal” for Digester 5 (Work Package 13A). However, supporting project information indicated that the Work Package was, at that point in time, estimated to be approximately eight months behind original planned schedule, with an anticipated completion of March 2021 versus an original planned completion of July 2020. The Manager, Bonnybrook Program Delivery, indicated that this delay in completion of this Work Package would not affect the overall Plant D Expansion Project end date, as (due to a slow-down in the rate of population growth caused by the economic downturn, and a resulting optimization of the Water Infrastructure Investment Plan) the start date of subsequent Work Package (9 -THP) had been postponed to December 2023 from its original start date of September 2020. As a result, Work Package 13A was shown as “Normal” in the PRT Report despite anticipated delayed completion, as the delay will not affect the schedule of other Work Packages nor will result in an increased construction cost. The status summary progress report presented to the Steering Committee showed an Expansion Project schedule status of “normal”. Additional written commentary to clarify the Work Package schedule status was not communicated to the Steering Committee.

Recommendation 1

Manager, Bonnybrook Program Delivery, to adjust progress reporting format to the Bonnybrook Projects Steering Committee to communicate actual Work Package schedule status in addition to an overall Project schedule status, and to incorporate supporting commentary to explain inter-relationships between Work Package and Project schedules.

Management Response

Agreed.

Action Plan	Responsibility
Manager, Bonnybrook Program Delivery, will re-format the progress report presented to the Steering Committee to include individual Work Package schedule status for the Plant D project. This will include any required narrative to highlight links between the Work Packages and overall Expansion Project schedule status.	<p><u>Lead:</u> Manager, Bonnybrook Program Delivery</p> <p><u>Support:</u> Leader, Plant D Expansion Project</p> <p><u>Commitment Date:</u> December 31, 2018</p>

4.2 Safety Training Verification

Verification of completion of required safety training is not currently designed as an effective control to mitigate the risk of contractors, City employees or visitors accessing the Project site without relevant safety information. If workers and visitors have not completed safety training, the risk of avoidable incidences and safety hazards will increase.

The City's Water Services provides online Wastewater Treatment Orientation for all site workers and visitors. The Construction Manager also provides safety training for all site workers and visitors, including a safety orientation and video, which must be completed annually. On completion of each of the two types of training, a sticker is issued which must be applied to the individual's hard hat as evidence the training has been completed.

To mitigate the risk that workers or visitors access the Project site without the relevant safety training, the weekly site safety inspections conducted by the Project Safety Advisor and Project Engineer/Manager include spot checks that hard hats worn by site workers/visitors have two stickers, indicating both types of safety training have been completed. The spot checks do not include tracing named individuals back to training records held by either the City or the Construction Manager. As the hard hats and associated stickers do not identify an individual (hats can be swapped or borrowed), the spot checks do not provide the Plant D Expansion Project Team with adequate assurance that safety training has been completed by individuals on the Project site.

Recommendation 2

Leader, Plant D Expansion Project, to work with the Construction Manager to review and redesign safety training verification checks to provide on-going assurance that workers on site have completed the relevant safety training.

Management Response

Agreed.

Action Plan	Responsibility
Leader, Plant D Expansion Project, will require the Construction Manager to forward a list of all workers who have completed the Construction Manager's Safety Orientation. During the weekly Joint Safety Inspections, the inspectors will ask a sample of workers to provide their names, and cross reference the names to the list of workers who have completed the Safety Orientation. If a worker's name is not on the list, they will be immediately escorted off the site.	<p><u>Lead:</u> Leader, Plant D Expansion Project</p> <p><u>Support:</u> Plant D Construction Manager; Plant D Consulting Team; Water Resources Safety Advisor</p> <p><u>Commitment Date:</u> September 28, 2018</p>

4.3 Materials Quality Documentation

Changes to the materials quality plan for Work Package 13A were not documented as part of bi-weekly progress meetings. The standardized template for Work Package progress meeting agenda items did not include quality. Fully documenting decisions regarding project quality supports on-going project knowledge and future lessons learned and supports risk management and associated informed and timely decision making.

The Project Team are using the project's Technical Specifications framework as a key part of the documented materials quality plan. The Technical Specifications states that for Digester Pump House and Motor Control Centers (MCCs), which are key components of the Digester Work Package, "Construction Manager to include all costs associated with factory testing, Factory Acceptance Testing (FAT) witnessed by a City representative, and qualified manufacturer's representative onsite for device programming, configuration, set-up, commissioning and certification of installation."

Witnessing of the FAT for the MCC was not performed by a City representative. Factory Testing was performed by the manufacturer, and the FAT testing documentation was provided by the manufacturer to the City and to the Construction Manager. This deviation from the Technical Specifications was agreed to by the Project team, based on an informal risk assessment, which concluded that the risk of a poor quality product was low given that previously purchased MCCs for other Digesters from the same supplier did not have quality defects; that City representatives would witness a subsequent FAT test of MCCs at the same factory a few weeks later, and mitigating project quality processes in place, including commissioning testing and associated warranty period. The decision to deviate from the Technical Specifications was discussed and agreed to by the Project team at a Work Package progress meeting but was not documented.

While the deviation from the planned quality practices was supported by an informal risk assessment at the Project team level, undocumented decisions to deviate from the Technical Specifications increase the risk of gaps in project knowledge, and associated lack of understanding of why decisions were made, linked to appropriate project risk management.

Recommendation 3

Leader, Plant D Expansion Project, to incorporate quality as an agenda item into the standardized Work Package progress meeting template.

Management Response

Agreed.

Action Plan	Responsibility
Leader, Plant D Expansion Project, will update the standard Work Package progress meeting template to incorporate quality as a specific item.	<p><u>Lead:</u> Leader, Plant D Expansion Project</p> <p><u>Support:</u> Plant D Project Team; Plant D Construction Manager; Plant D Consulting Team.</p> <p><u>Commitment Date:</u> September 28, 2018</p>

4.4 ECO/ESC Plan Checklist Inspections

The ECO/ESC Plan Checklist Inspection expectations (frequency of inspection, communication and resolution of deficiencies) have not been actively monitored by the Project Team to ensure that expectations have been fulfilled. Active monitoring of the operation of the Inspection regime increases the likelihood that the control operates as designed by the Project Team, and acts as an effective control to support timely identification and resolution of environmental concerns.

The ECO Plan (prepared by the Construction Manager and Consulting Engineers) states that Construction Manager is to complete an ECO/ESC Plan Checklist Inspection every seven days, and within 24 hours of a significant weather event (rainfall or snowmelt). Deficiencies are to be “corrected appropriately based on severity” (ECO Plan p20).

The Consulting Engineers’ Services During Construction agreement with The City states that “periodic reviews” of ECO Plan compliance will be completed by the Consulting Engineers, and that “summary reports” will be produced as deliverables.

The Leader, Plant D Expansion Project’s expectation is that the Consulting Engineers review completed ECO/ESC Plan Checklist Inspections, communicate deficiencies to the Construction Manager’s Site Superintendent for correction, and provide a written summary report to the Plant D Project Team.

The Consulting Engineers have not completely fulfilled expectations during the time period audited. During the time period June 2017 to June 2018, 58 ECO/ESC Plan Checklist Inspections were completed, and interviews indicated that the Construction Manager was, when a weather event occurred, completing an Inspection and counting that Inspection as the weekly Inspection and weather event Inspection combined, rather than completing an additional weekly Inspection. While the Consulting Engineers were monitoring the Inspection completion through active participation in the Inspection process, they were not ensuring

that the desired frequency of Inspections was occurring. In addition, two of a sample of three Inspections reviewed in detail contained deficiencies that were not communicated by the Consulting Engineers to the Project Team, although we were able to confirm that subsequently the deficiencies identified in the Inspections have been rectified.

Recommendation 4

Leader, Plant D Expansion Project, re-communicate The City's ECO/ESC Plan Checklist Inspection expectations (frequency of inspection, communication and resolution of deficiencies) to the Construction Manager and Consulting Engineers, and monitor fulfillment of these expectations.

Management Response

Agreed.

Action Plan	Responsibility
Leader, Plant D Expansion Project, will re-communicate The City's ECO/ESC Plan Checklist Inspection expectations via written communication with the Construction Manager and Consulting Engineers. The Consulting Engineers will be required to submit weekly summary reports to the Plant D Project Team, and report on the ECO/ESC Inspections during the bi-weekly progress meetings. The reports will be attached to the meeting minutes of the individual Work Packages.	<u>Lead</u> : Leader, Plant D Expansion Project <u>Support</u> : Plant D Project Team; Plant D Consulting Team; Plant D Construction Manager <u>Commitment Date</u> : September 28, 2018

Audit Committee 2019 Work Plan

EXECUTIVE SUMMARY

This Report to Audit Committee seeks approval for Audit Committee's 2019 Work Plan.

ADMINISTRATION RECOMMENDATION:

That the Audit Committee:

1. Approves the Audit Committee's 2019 Work Plan; and
2. Recommends that Council receive this Report and the 2019 Work Plan (Attachment) for Information.

RECOMMENDATION OF THE AUDIT COMMITTEE, DATED 2018 NOVEMBER 20:

That Council receive Report AC2018-1319 and the 2019 Work Plan (**Revised** Attachment) for information.

Excerpt from the Minutes of the Regular Meeting of the Audit Committee, held 2018 November 20:

"A Revised Attachment, was distributed with respect to Report AC2018-1319."

PREVIOUS COUNCIL DIRECTION / POLICY

The Audit Committee Bylaw 48M2012, as amended, states that Audit Committee:

Schedule A

- 1 k) develops a detailed annual work plan which is forwarded to Council for information.

BACKGROUND

The proposed 2019 Audit Committee Work Plan (Attachment) is intended to be a guide for Audit Committee's major governance activities for the year. The Attachment outlines the planned reports to Audit Committee, grouped by meeting dates and indicates the accountability for each report.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The planned reports in the 2019 Work Plan are based on Audit Committee's governance responsibilities as outlined in the *Municipal Government Act*, the Audit Committee Bylaw 48M2012, as amended, and decisions by Audit Committee and Council.

Pursuant to Section 10(3) of Bylaw 48M2012, as amended, "the Chair has the responsibility and authority to set the Agenda for Audit Committee meetings". Throughout the year, the Chair may add emerging issues to the Work Plan, and defer or remove items no longer required.

Audit Committee 2019 Work Plan

To be noted in this 2019 Work Plan is that the City Auditor provided the Audit Committee with the two-year rolling Audit Plan for 2019 / 2020 on 2018 September 18. Council received the 2019 / 2020 Audit Plan for information at the 2018 October 15 Regular Meeting. The City Auditor's Office audit reports will be added throughout the year to the Audit Committee's 2019 Work Plan and meeting agendas, as available.

Every Closed Meeting contains several verbal reports which allow members of the Audit Committee, the External Auditor, City Auditor and Chief Financial Officer with the opportunity to discuss confidential issues protected under the *Freedom of Information and Protection of Privacy Act*. These Closed Meetings are considered a best practice for Audit Committees.

Stakeholder Engagement, Research and Communication

This plan has been reviewed with the City Auditor, Chief Financial Officer, External Auditor and other stakeholders as appropriate.

Strategic Alignment

The Audit Committee's 2019 Work Plan is an integral part of ensuring the integrity of the City's assets and operations, and aligns with Council's Priority of a well-run city; "Calgary's government is open, responsible, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need".

Social, Environmental, Economic (External)

Not applicable.

Financial Capacity

Current and Future Operating Budget:

No budget adjustments are anticipated for the 2019 Work Plan.

Current and Future Capital Budget:

Not applicable.

Risk Assessment

The 2019 Work Plan ensures the Audit Committee meets the requirements of their mandate as contained in Audit Committee Bylaw 48M2012, as amended.

REASON(S) FOR RECOMMENDATION(S):

The Audit Committee 2019 Work Plan is based upon previous years' work plans, emerging issues, decisions of Audit Committee and Council, as well as best practices. The 2019 Work Plan will enable the Audit Committee to meet its Bylaw and governance requirements.

ATTACHMENT

Revised Audit Committee 2019 Work Plan

<u>AUDIT COMMITTEE 2019 WORK PLAN</u>			
AGENDA DATE	REPORTS	ACCOUNTABILITY	NOTES AND REPORT NO.
January 31 Thursday	<u>PUBLIC MEETING ITEMS</u>		
	External Auditor 2017 Management Letter Update	External Auditor	
	Annual Principal Corporate Risk Report	City Manager	
	Audit Committee Professional Development (not part of Agenda)	Executive Assistant to Audit	
	<u>CLOSED MEETING ITEMS</u>		
	New Accounting Standards Update (Verbal)	Chief Financial Officer	
	Audit Forum (Verbal)	Audit Committee and CFO	
	External Auditor (Verbal)	External Auditor	
	City Auditor (Verbal)	City Auditor	
	City Auditor 2018 Performance Review	Chair, Audit Committee	
	<u>CITY AUDITOR'S OFFICE AUDIT REPORTS</u>		
	When Available	City Auditor	
February 28 Thursday	<u>PUBLIC MEETING ITEMS</u>		
	City Auditor's Office 2018 Annual Report	City Auditor	
	Audit Committee 2018 Year-End Annual Status Report	Executive Assistant to Audit	
	<u>CLOSED MEETING ITEMS</u>		
	Audit Committee Self-Assessment 2017-2018 Update	Executive Assistant to Audit	
	Audit Forum (Verbal)	Audit Committee and CFO	
	External Auditor (Verbal)	External Auditor	
	City Auditor (Verbal)	City Auditor	

	<u>CITY AUDITOR'S OFFICE AUDIT REPORTS</u>		
	When Available	City Auditor	
March 22 Friday	<u>PUBLIC MEETING ITEMS</u>		
	Audit Committee Bylaw 48M2012 Review	Executive Assistant to Audit	
	Code of Conduct Annual Report	Chief Financial Officer	
	Presentation from Human Resources	Chief Financial Officer	
	Committee Development (not part of Agenda)	Executive Assistant to Audit	
	<u>CLOSED MEETING ITEMS</u>		
	Progress Update on 2018 City of Calgary Annual Report (Verbal)	Chief Financial Officer	
	Audit Forum (Verbal)	Audit Committee and CFO	
	External Auditor (Verbal)	External Auditor	
	City Auditor (Verbal)	City Auditor	
	<u>CITY AUDITOR'S OFFICE AUDIT REPORTS</u>		
	When Available	City Auditor	
April 23 Tuesday	<u>PUBLIC MEETING ITEMS</u>		
	Control Environment Assessment and Management Representations Update	Chief Financial Officer	
	2018 Annual Investment Report	Chief Financial Officer	
	2018 City of Calgary Annual Report	Chief Financial Officer	
	2018 External Auditor's Year-End Report	External Auditor	
	City Auditor's Office 1 st Quarter 2019 Status Report	City Auditor	
	<u>CLOSED MEETING ITEMS</u>		
	External Auditor Annual Renewal (Verbal)	Chair of Audit	
	Civic Partner Audit Report	General Manager – Community Services	

	<p>Audit Forum (Verbal)</p> <p>External Auditor (Verbal)</p> <p>City Auditor (Verbal)</p>	<p>Audit Committee and CFO</p> <p>External Auditor</p> <p>City Auditor</p>	
	<p><u>CITY AUDITOR'S OFFICE AUDIT REPORTS</u></p> <p>When Available</p>	<p>City Auditor</p>	
May	NO MEETING SCHEDULED		
June 27 Thursday	<p><u>PUBLIC MEETING ITEMS</u></p> <p>Calgary Public Library Audit and Finance Committee Annual Report</p> <p>ENMAX Audit and Finance Committee Annual Report</p> <p>Calgary Convention Centre Authority – Audit Committee Annual Report</p> <p>Calgary Municipal Land Corporation - Audit Committee Annual Report</p> <p>External Auditor 2018 Management Letter</p> <p>Committee Development (not part of Agenda)</p>	<p>Calgary Public Library</p> <p>ENMAX</p> <p>Calgary Convention Centre Authority</p> <p>Calgary Municipal Land Corporation</p> <p>External Auditor</p> <p>Executive Assistant to Audit Committee</p>	
	<p><u>CLOSED MEETING ITEMS</u></p> <p>Audit Forum (Verbal)</p> <p>External Auditor (Verbal)</p> <p>City Auditor (Verbal)</p>	<p>Audit Committee and CFO</p> <p>External Auditor</p> <p>City Auditor</p>	
	<p><u>CITY AUDITOR'S OFFICE AUDIT REPORTS</u></p> <p>When Available</p>	<p>City Auditor</p>	

<p>July 19 Friday</p>	<p><u>PUBLIC MEETING ITEMS</u></p> <p>Calgary Economic Development Audit Committee Annual Report</p> <p>Calgary Arts Development Authority Audit Committee Annual Report</p> <p>Integrated Risk Management Model Update</p> <p>City Auditor's Office 2nd Quarter 2018 Status Report</p> <p>External Auditor 2019 Service Plan and Fees</p> <p>Information Technology Risk Management Annual Update</p> <p>Committee Development (not part of Agenda)</p>	<p>Calgary Economic Development</p> <p>Calgary Arts Development Authority</p> <p>Chief Financial Officer</p> <p>City Auditor</p> <p>External Auditor</p> <p>Chief Financial Officer</p> <p>Executive Assistant to Audit</p>	
	<p><u>CLOSED MEETING ITEMS</u></p> <p>External Auditor 2018 / 2019 Performance Assessment</p> <p>Audit Forum (Verbal)</p> <p>External Auditor (Verbal)</p> <p>City Auditor (Verbal)</p>	<p>Chief Financial Officer and Executive Assistant to Audit</p> <p>Audit Committee and CFO</p> <p>External Auditor</p> <p>City Auditor</p>	
	<p><u>CITY AUDITOR'S OFFICE AUDIT REPORTS</u></p> <p>When Available</p>	<p>City Auditor</p>	
<p>August</p>	<p>NO MEETING SCHEDULED</p>		

September 3 Tuesday	<u>PUBLIC MEETING ITEMS</u>		
	Calgary Police Commission Finance and Audit Committee Annual Report	Calgary Police Commission	
	Calgary Parking Authority Audit Committee Annual Report	Calgary Parking Authority	
	City Auditor Bylaw and Charter Review	City Auditor	
	Audit Committee Bylaw Review Update	Executive Assistant to Audit	
	2019 Law Department Annual Report (public and closed meeting components)	City Solicitor – General Counsel	
	Audit Committee Membership Update	Executive Assistant to Audit	
	<u>CLOSED MEETING ITEMS</u>		
	Audit Forum (Verbal)	Audit Committee and CFO	
	External Auditor (Verbal)	External Auditor	
	City Auditor (Verbal)	City Auditor	
	<u>CITY AUDITOR'S OFFICE AUDIT REPORTS</u>		
	When Available	City Auditor	
October 24 Thursday	<u>PUBLIC MEETING ITEMS</u>		
	Calgary Housing Company Audit and Risk Management Committee Annual Report	Calgary Housing Company	
	Attainable Homes Calgary Corporation Audit and Accountability Committee Annual Report	Attainable Homes Calgary Corporation	
	City Auditor's Office 3 rd Quarter 2018 Status Report	City Auditor	
	City Auditor's Office 2020 / 2021 Audit Plan	City Auditor	
	Committee Development (not part of Agenda)	Executive Assistant to Audit	
	<u>CLOSED MEETING ITEMS</u>		
	Audit Committee Annual Self-Assessment (2018-2019)	Executive Assistant to Audit	

	City Auditor's Office Budget 2020 Audit Forum (Verbal) External Auditor (Verbal) City Auditor (Verbal)	City Auditor Audit Committee and CFO External Auditor City Auditor	
	<u>CITY AUDITOR'S OFFICE AUDIT REPORTS</u> When Available	City Auditor	
November	NO MEETING SCHEDULED		
December 6 Friday	<u>PUBLIC MEETING ITEMS</u> Election of Chair and Vice-Chair Audit Committee Orientation (not part of Agenda) Audit Committee 2020 Work Plan Presentation from Finance	City Clerks Executive Assistant to Audit Executive Assistant to Audit Chief Finance Officer	
	<u>CLOSED MEETING ITEMS</u> Status of Community Associations and Social Recreation Organizations on City-Owned Land Audit Forum (Verbal) External Auditor (Verbal) City Auditor (Verbal)	General Manager - Community Services Audit Committee and CFO External Auditor City Auditor	
	<u>CITY AUDITOR'S OFFICE AUDIT REPORTS</u> When Available	City Auditor	

**Community Services Report to
Audit Committee
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**ISC: UNRESTRICTED
AC2018-1099
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Status of Community Associations & Social Recreation Organizations on City-Owned Land

EXECUTIVE SUMMARY

This report provides a financial review and compliance status of community associations and social recreation organizations with a lease or license of occupation on City-owned land. Overall, the majority of community groups were low risk and compliant with their lease/license of occupation requirements in 2017.

The financial ratings outlined in this report take into consideration the level of risk represented by the organization's financial measures of liquidity, leverage and performance. Compliance to the legal agreement requirements include the submission of year-end financial statements, current general liability and property insurance policies, a business plan, completion of a lifecycle study, confirmation of appropriate use of public lands, and annual return filing for society or non-profit company. Through Administration's review process and early identification of issues, customized mitigation strategies are implemented for elevated and high risk community groups.

This report's content and format reflect changes as recommended by the City Auditor. The recommended changes identified the need to report on the level of risk to The City by community groups in the areas of organizational health and facility management in addition to financial risk. Administration continues to apply a phased approach in implementing these changes to the annual status report.

In responding to the diverse interests and perspectives of residents' voices, the community groups described in this report work in partnership with The City to meet community recreational and social needs through program and service delivery. Effective governance, financial and facility management, while meeting community program and service needs, are factors which contribute to organizational sustainability.

**Community Services Report to
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**ISC: UNRESTRICTED
AC2018-1099**

Status of Community Associations & Social Recreation Organizations on City-Owned Land

ADMINISTRATION RECOMMENDATION:

That Audit Committee recommends that Council:

1. Receive this report for information;
2. Direct that attachments 3, 4 and 5 of this report remain confidential pursuant to sections 23(1), 24(1) and 16(1) of the FOIP Act and remain so until such time as section 16 is no longer satisfied.

RECOMMENDATION OF THE AUDIT COMMITTEE, DATED 2018 NOVEMBER 20:

That Council:

1. Receive Report AC2018-1099 for information; and
2. Direct that Attachments 3, 4 and 5 of this report remain confidential pursuant to sections 23, 24 and 16 of the *Freedom of Information and Protection Act* and remain so until such time as section 16 is no longer satisfied.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 January 29, Council received AC2017-1149 Status of Community Associations and Social Recreation Organizations on City- Owned Land for information, and approved that the policy, *Status of Community Organizations on City-Owned Land (CSPS015)*, be rescinded and directed that attachments 3, 4 and 5 of this report remain confidential pursuant to sections 23(1), 24(1) and 16(1) of the FOIP Act and remain so until such time as section 16 is no longer satisfied.

On 2017 July 24, Council received AC2017-0401 Calgary Neighbourhoods Support of Community Associations Audit report for information.

On 2012 February 27, Council approved CPS2012-03 including policy CSPS2011 Lease/License of Occupation to Community Organizations. This policy required submission of a board-approved business plan, as well as a lifecycle study, within one year of the commencement of the lease or license of occupation.

On 2006 January 19, Audit Committee approved AC2006-02 Status of Community Associations and Social-Recreation Organizations on City of Calgary-owned Land, directing Administration to expand the report to include all third-party organizations with facilities on City-owned land that Community Services liaises with, and include financial exposure as it relates to an evaluation of liabilities exceeding assets available to satisfy these liabilities.

On 2003 December 18, Audit Committee approved AC2003-68 Financial Status of Organizations on City-owned Land, directing Administration to expand the report to include information on insurance, lease status and lease payment.

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Status of Community Associations & Social Recreation Organizations on City-Owned Land

On 1994 January 31, Council approved NM94-03 Facilities on City-owned Lands, directing Administration to acquire financial statements from all organizations which are responsible for facilities on City-owned land; review encountering financial problems; strategies for containing costs and increasing revenues; bring to Council a report including an evaluation of costs or liabilities potentially facing the City.

BACKGROUND

Since 1994, there has been progressive Council-approved direction that required Administration to expand this annual status report. The direction included acquiring and reviewing financial statements from all organizations on City-owned land and reporting back to the Audit Committee, and expanded to include information on insurance, lease status and payment, business plan and lifecycle study submission status.

In 2017, The City of Calgary had a lease or license of occupation with 186 community associations and social recreation organizations in Calgary, so these community groups can provide social, recreation and community programs valued by a broad range of Calgarians.

Administration annually completes a report on the lease/license of occupation compliance status of these community groups.

This annual status report serves the following purposes:

1. Identifies trends within community groups;
2. Provides a snapshot of the general health of community groups;
3. Assesses The City's exposure to risk by proactively identifying community groups struggling to maintain their lease/license of occupation status; and
4. Identifies risk mitigation strategies to support community groups identified as elevated and high risk.

Financial Review Process

Community associations and social recreation organizations on City-owned land are required, under their agreements with The City, to provide signed copies of their financial statements within 30 days of the annual general meeting of the organization. As they become due, City liaisons collect the statements, review information about the organization's financial practices and identify factors that may impact their sustainability and increase The City's exposure to risk. Based on the review, Administration assigns a financial risk rating of low risk, elevated risk, or high risk. In previous years, low risk was rated as "good" or "satisfactory", elevated risk was rated as "marginal" or "insufficient", and high risk was rated as "organization of concern" or "overdue". City liaisons have communicated the financial ratings and mitigation strategies to each community group. Attachment 1 provides the definitions of each rating.

Business Plan Rating Process

In 2012, Council approved policy CSPS2011 Lease/License of Occupation to Community Organizations which added the requirement for groups to submit a business plan. The business plans must meet the criteria as outlined in the lease/license of occupation and they are reviewed alongside financial statements as part of the risk review process. Business plan risk rating definitions are also provided in Attachment 1.

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Status of Community Associations & Social Recreation Organizations on City-Owned Land

Report Changes

This report responds to recommendations from the City Auditor (AC2017-0401 Calgary Neighbourhoods' Support of Community Associations Audit) including relevant information about The City's risk as it relates to organizations' facility management and organizational health. As part of the organizational health reporting, Results-Based Accountability (RBA) measures will be used to monitor overall community association health and service to the community. Attachment 2 provides an update pertaining to the phased management response to Recommendations 1 & 2 of AC2017-0401.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Based on a review of 2017 information, the majority of organizations are rated as low risk and are stable organizations capable of delivering programs to meet the needs of their community.

Financial Ratings

Administration has reviewed the financial status of community groups on City-owned land and found the following:

Of the 186 community groups, 174 received a financial risk rating:

- 152 were rated as low risk;
- 15 were rated as elevated risk;
- 7 were rated as high risk

Twelve remaining community groups will be rated upon receipt of financial information.

Business Plan Ratings

In 2017, 93 per cent of community groups had completed or were in process of completing a business plan, which is a five per cent increase from 2016.

Of the 148 community groups required to submit a business plan:

- 112 were rated low risk;
- 26 were rated as elevated risk; and
- 10 were rated as high risk.

The compliance status data for each ward including the financial and business plan ratings for all 186 organizations currently operating on City-owned land is provided in Attachment 3.

As outlined in the lease/license of occupation agreement, organizations are required to release financial statements to Administration but permission to release financial statements and financial ratings to the public has not been granted. Under sections 23(1), 24(1) and 16(1) of the FOIP Act, Attachments 3, 4, and 5 are confidential.

Compliance Results

Attachment 4 outlines community groups not compliant with their lease/license of occupation due to overdue financial statements or overdue insurance submissions. Attachment 4 also provides information on the community groups not rated for financial risk. It includes community groups that have not yet entered into a new agreement; therefore, the agreement is in

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Status of Community Associations & Social Recreation Organizations on City-Owned Land

"overhold". At the time of writing this report, financial statements were overdue for four community groups, 10 groups had not submitted proof of insurance and eight groups currently have agreements in overhold; therefore, have not submitted their lease payment.

Risk Mitigation

City liaisons form close working relationships with the boards of directors from the community groups; therefore, they are integral to identifying when boards are experiencing issues and will recommend when additional support is needed. City liaisons support community groups through a decision-making process by providing access to tools and resources for evaluating community needs and investigating other partnership opportunities within surrounding communities.

With support from Finance, mitigation strategies are created and through the implementation of these strategies, City liaisons support community groups to improve financial accountability and sustainability.

Mitigation strategies for both elevated and high-risk groups are outlined in Attachment 5. Previous audit reports only highlighted high risk groups.

In addition to the risk mitigation strategies identified through the financial review process, the following are examples of supplementary risk mitigation measures:

- Annual License of Occupation/Lease agreement requirements letter
A letter will be provided to each community group which indicates "due dates" for submission of their financial statements, insurance, annual corporate return, charitable return, business plan and lifecycle plan.
- Program focus area on financial health
In partnership with the Federation of Calgary Communities, in September 2018, training was provided to City liaisons on reading financial statements, creating budgets and early identification of financial risks along with mitigation strategies. As well, a template was developed to summarize grant opportunities for community groups.
- Quarterly financial mitigation reporting
City liaisons provide an internal quarterly report on community groups that were identified as elevated or high financial risk. The actions taken by both the City liaison and the group to mitigate the financial risks are documented and reviewed to determine if further support is required.
- Community Sustainability Reserve (CSR)/financial consultant support
A chartered professional accountant is working with some community groups to mitigate financial issues and improve financial sustainability which can include the identification of strategies for improving financial controls and procedures. CSR funds have also been provided to support some community groups for operational costs in times of financial crisis. Overall improvement of organizational sustainability for community groups that have received consultant support is dependent on a functioning board with a champion that leads in implementing the consultant's recommendations.

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Status of Community Associations & Social Recreation Organizations on City-Owned Land

2017 Trends

Insurance

There is an increase in the number of community groups that do not meet the lease/license of occupation requirement for insurance coverage and therefore were assigned a status of insufficient. Many community groups were not aware of the requirement to evidence "all risks" property coverage on their insurance policies. Upon further investigation and discussion with The City's Risk Management group, further education has been provided to City liaisons to support the submission of compliant insurance certificates. An insurance checklist is being developed as a training tool.

Organizational Health

Through the *Investing in Partnerships Policy*, Administration is continuing the work of increasing the accountability measures in place for community groups. Community groups are registered as societies or not-for-profit corporations that have governing boards that oversee and strategically guide their operations. As strong governance practices support effective and sustainable organizations, an organizational health assessment tool is being developed that will include governance and risk reporting. In managing a culture of change, Administration will work collaboratively with community groups to collect this information.

Lifecycle and Facility Maintenance

Lifecycle reviews are organized by The City on behalf of community associations and social recreation organizations. For each organization, a lifecycle report is completed every five years for the assets maintained within their lease/license of occupation. Currently, all community groups have an up-to-date report completed.

Lifecycle maintenance of amenities continues to be an area of concern for many community groups and the Capital Conservation Grant (CCG) continues to be a primary funding source for this work.

The Capital Development team that administers the CCG, has started development on a City-supported asset management system, Powerplan. It is anticipated that Powerplan will support The City and community groups to assess asset-related risks, both current and future state, as well as contribute to value-driven decisions for capital funding with a consistent, repeatable approach.

Stakeholder Engagement, Research and Communication

Administration annually sends a letter to each community group which communicates The City's financial review process, the financial risk rating received and potential mitigation, if applicable. In addition, when the community group is entering into a new agreement term, City liaisons will discuss the lease/license of occupation at monthly meetings.

The program, "This is my neighbourhood", has demonstrated the positive impact of engagement with residents to both share the priorities of The City at a neighbourhood level, and to better understand neighbourhood gaps and resident priorities for programs and services. As a result, City liaisons can work in partnership with community groups in all neighbourhoods to address gaps and priorities going forward.

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Status of Community Associations & Social Recreation Organizations on City-Owned Land

Strategic Alignment

The recommendations in this report align with the One Calgary citizen priority, A City of Safe and Inspiring Neighbourhoods. At the neighbourhood level, this outlines the need to revitalize the role of community associations, and use of community facilities. Administration will work with community groups to provide support in engaging residents, representing diverse residents' voices, and in developing business plans that respond to community needs.

In responding to evolving program and service delivery, Administration works with community groups to develop partnerships to share services and spaces. This aligns with *The Corporate Facility Planning and Delivery Framework*, Goal 5, Complete Communities.

As a best practice, community groups are encouraged to align with The City's Risk Management Framework which is consistent with accountability measures being developed as part of implementing the *Investing in Partnerships Policy*.

Social, Environmental, Economic (External)

Social

Community groups create gathering spaces that foster inspiring neighbourhoods. By supporting these community groups and positioning facilities as community assets, Administration fosters a vibrant city with strong and inclusive neighbourhoods where citizens are empowered, connected and involved in healthy, active and creative lifestyles (One Calgary council directive).

Environmental

Administration has been working with community groups to develop guidance on how to best leverage emerging provincial investments in distributed renewable energy and efficiency. Some community groups are participating in energy audits, purchasing energy-efficient appliances and equipment, and experimenting with solar power.

Economic

With Calgary's changing economy, the viability of a community group is dependent on its ability to adapt to the changing needs of those living and working in the neighbourhood. Administration supports community groups to remove barriers to help vulnerable residents create and participate in economic initiatives, providing opportunity for all (One Calgary council directive). Community groups contribute extensive financial and voluntary resources for the benefit of many Calgarians.

Financial Capacity

Current and Future Operating Budget:

There are no implications as a result of this report.

Current and Future Capital Budget:

There are no implications as a result of this report.

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**ISC: UNRESTRICTED
AC2018-1099**

Status of Community Associations & Social Recreation Organizations on City-Owned Land

Risk Assessment

1. Should any community group on City-owned land default or cease operations, the amenity may stop operating. Calgarians would be impacted through a change in programs and/or services. To manage this risk, in collaboration with stakeholders, City liaisons work to refine the support offered to community groups. These resources help community groups to continue to offer valuable programs and services while activating and maintaining safe and inclusive spaces that respond to resident needs.
2. Administration is aware that many of the amenities within the community group-operated portfolio continue to age. In 2016, the total replacement value of the assets within this portfolio was estimated at \$952 million.

The CCG program offers funding and resources to community groups to address lifecycle needs that contribute to maintaining spaces that are safe, accessible and inclusive for all Calgarians.

Community groups can access funding through the CCG to address lifecycle projects both large and small, as well as consulting services to help plan and design complex projects. Consulting services through the CCG also have the ability to provide technical information to support community groups to decide whether they should continue to invest dollars in their amenities. CCG funds can also be used for demolition of infrastructure if required.

REASON(S) FOR RECOMMENDATION(S):

The annual review of community associations and social recreation organizations on City-owned land enhances accountability, highlights risks, and provides an opportunity for Council to understand the current state and challenges of community associations and social recreation organizations that steward City-owned land. The information identifies the processes in place to help the community groups be sustainable.

ATTACHMENT(S)

1. Definitions of Rating Terms
2. Report Changes
3. Compliance Status by Ward (Confidential)
4. Summary of Community Groups with Non-Compliant, Not Rated and Agreement Overhold Status (Confidential)
5. Mitigation Strategies for Elevated and High Risk Community Groups (Confidential)

Definitions of Rating Terms

Financial Rating Definitions

In reviewing financial statements and the financial practices of community groups, Calgary Neighbourhoods, Calgary Recreation and Finance have taken the following into consideration:

- Low Risk :** The community group is in a good financial position with positive working capital and positive equity.
- The community group is meeting its obligations; however, there may be one unfavourable financial factor, which, if not addressed, could challenge the long-term sustainability of the group. For example:
- Group could only operate for 30-60 days if revenues were interrupted or discontinued.
 - Less than 10 per cent of the current year's operating expenses are available as working capital.
 - An operating deficit greater than \$200,000 has been incurred in the past year.
 - Revenues in the last year were less than 80 per cent of expenses.
 - Two out of three years of operating deficits of greater than \$100,000 per year have accrued and/or in two of the last three years, revenues have been less than 90 per cent of expenses.
 - More than 20 per cent of unrestricted reserve funds have been spent within the past three years.
- Elevated Risk:** The community group is in a position to meet its current financial obligations; however, there is more than one unfavourable financial factor which has given cause for concern in terms of the group's long-term sustainability. For example, any combination of the above-mentioned unfavourable financial factors or any single occurrence of the following unfavourable financial factors:
- Group could only operate for zero to 30 days if revenues were interrupted or discontinued.
 - Group's current obligations exceed their current assets (negative reserves).
- High Risk:** The community group may be unable to meet its obligations, either immediately or in the near future. If financial health deteriorates further, the group may have to consider ceasing some or all of its operations. Risks involved may include any of the following:
- Financial Issues: absence of good financial policies and procedures, poor reporting, poor liquidity ratio, insufficient levels of unrestricted reserves, consecutive yearly deficits and apparent problems with cash flow.
 - Governance issues: not operating within current bylaws and objectives or a lack of governance practices in place.
 - Risk management issues: inadequate risk management procedures in place and/or poor compliance with City policy.

- Not Required:** The terms of the legal agreement with the community group do not require submission of financial statements as it has not yet had its annual general meeting.
- Insufficient:** Statements are missing critical financial information (e.g., balance sheet, statement of revenues and expenditures, comparative data) or information is presented in a way that does not allow for analysis or rating.
- Overdue:** Statements have not been submitted and more than 30 days have passed since the organization's annual general meeting, where the financial statements are to be presented to the members.
- *Not rated:** Statements have been received and a rating will be assigned once analysis is completed.
- *Auditors:** Statements are currently being audited by the group or an independent organization.

Financial Risk Rating

Financial Rating	Risk Rating	Risk Rating Colour
Low Risk/Not Required	Low Risk	Green
Elevated Risk/Insufficient	Elevated Risk	Yellow
High Risk/Overdue	High Risk	Red

*The risk rating for a community group not rated or where the statements are with the auditors, defaults to the risk rating from the previous year.

Business Plan Compliance Rating Definitions

- Received:** Business plan has been received.
- In Process:** Community group is currently working on updating business plan or has submitted a draft business plan.
- Overdue:** Business plan has not been received. This rating indicates non-compliance with the lease/license of occupation agreement since more than one year has passed since the commencement of the agreement.
- Not required:** The terms of the agreement with the community group do not require the submission of a business plan or one year has not yet passed, which triggers the requirement for a business plan.

Business Plan Risk Rating

Business Plan Rating	Risk Rating	Risk Rating Colour
Received/Not Required	Low Risk	Green
In Process	Elevated Risk	Yellow
Overdue	High Risk	Red

Report Changes

The following table summarizes the management response and update to the City Auditor's report (Calgary Neighbourhoods' Support of Community Associations Audit AC2017-0401):

Section 4.1 External Communication – Report Content		
Recommendation 1	Management Response	Update
<p>The Director of Calgary Neighbourhoods broaden the “Status of Community Associations and Social Recreation Organizations on City-Owned Land” to include relevant information on risks to the City (LOC Compliance) identified in CN's Review Process including:</p> <ul style="list-style-type: none"> • Financial • Land Use • Facility Management • Organizational Health 	<p>Phase 1 - Provide a revised report format to include relevant information on risks identified in the areas of facility management, financials and land use.</p>	<p>Phase 1</p> <p><i>Financial Risk Reporting</i> Financial risk to The City is identified through community groups rated as elevated risk or high risk (Attachment 3).</p> <p><i>Land Use Risk Reporting</i> Community groups are adhering to permitted uses and discretionary uses on City land, as outlined in land use bylaw IP2007. The risk for this report change will be rolled into the future organizational health assessment checklist.</p> <p><i>Facility Management Risk Reporting</i> Implementation of Powerplan across the entire community association (CA) and social recreation group (SRG) portfolio will be phased in over the next five years, and the system should be fully populated with all community group asset information by Q2, 2023. Administration has chosen a phased approach to gathering information and populating the</p>

Section 4.1 External Communication – Report Content (continued)		
Recommendation 1	Management Response	Update
		database because it will result in a significant cost savings. As this data is collected each year, metrics will be reported within the annual status report that will inform physical asset associated risks for this portfolio of amenities. In order to report on risks associated with how our community group facilities are currently managed related to best practices, the Capital Conservation Grant (CCG) group is working with other City departments to create a reporting and assessment tool.
	Phase 2 - CN will define relevant data on organizational health and refine the collection method as necessary. The council report will be further revised to include information on organizational health.	Phase 2 <i>Organizational Health Risk Reporting</i> The City Auditor's report recommended Calgary Neighbourhoods report on community associations' organizational health in the 2018 report. Calgary Neighbourhoods developed and distributed the organizational health self-assessment tool to all community groups, whereby, they were asked to voluntarily review and rate their own organizational health. The response rate was only nine per cent. Submitting information on organizational health is optional for

Section 4.1 External Communication – Report Content (continued)		
Recommendation 1	Management Response	Update
		community groups and not a requirement of the lease/license of occupation. In order to accommodate the inclusion of a risk rating for organizational health, Administration is working on a revised and brief organizational health assessment tool that will be completed in collaboration with the community group. The outcome of the assessment will assist City liaisons to identify areas of support required for the group and inform their annual work plans.
Section 4.2 External Communication – Report Format		
Recommendation 2	Management Response	Update
<p>The Director of Calgary Neighbourhoods revise the Annual Status Report format to highlight the following:</p> <ul style="list-style-type: none"> • CAs with a concern or sustainability issue, and • Ratios or measures that monitor overall CA health and service to the community 	<p>-Work with CN Research and Reporting staff to develop several effective Results-Based Accountability (RBA) measures regarding CA health and service to the community</p> <p>-Revise the annual status report format to include a measure on service</p> <p>-Prepare a draft report that addresses sustainability and includes the RBA measures(s)</p>	<p>Based on The City Auditor's recommendation, Administration is currently developing a tool to capture individual and collective measures on service that Community Associations provide to the community. Results-Based Accountability (RBA) measures will be used. Information collected may include measures such as the number of programs and special events, participation numbers, the ability of the group to meet the needs of the community, and residents valuing the services, programs and amenities provided by the CA.</p>

**Law and Legislative Services Report to
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**ISC: UNRESTRICTED
AC2018-1350**

2018 Law and Corporate Security Report

EXECUTIVE SUMMARY

Law was historically comprised of the Legal Services, Risk Management and Claims and Corporate Security Divisions. Effective June 1, 2017, to: (a) better align the provision of legal and legislative services given that both services support the work of the Mayor and Council, the City Manager and business units throughout the corporation; and (b) emphasize the importance of security services in the corporation; the City Manager created the Law and Legislative Services Department. The City Clerk's reporting relationship was changed from reporting to the City Manager to reporting to the City Solicitor and General Counsel. The Chief Security Officer was elevated from serving as the manager of a Division within Law to serving as the Director of a newly created Corporate Security business unit. The City Solicitor and General Counsel, formerly a Director, was appointed as the General Manager charged with responsibility for the Law and Legislative Services Department comprised of the Law, Corporate Security and City Clerk's Office business units. This annual report includes information about legal counsel and advocacy, insurance and claims and security services and information about the corporate issue management program that also resides in Law.

ADMINISTRATION RECOMMENDATION:

That the Audit Committee recommend that Council:

1. Receive this report for information; and
2. Direct that Attachment 4 and the closed session presentation and discussion remain confidential pursuant to Sections 24, 25 and 27 of the Freedom of Information and Protection of Privacy Act.

RECOMMENDATION OF THE AUDIT COMMITTEE, DATED 2018 NOVEMBER 20:

That Council:

1. Receive Report AC2018-1350 for information; and
2. Direct that Attachment 4 remain confidential pursuant to Sections 24, 25 and 27 of the *Freedom of Information and Protection of Privacy Act*.

Excerpt from the Minutes of the Regular Meeting of the Audit Committee, held 2018 November 20:

"A revised Page 9 of Attachment 2."

PREVIOUS COUNCIL DIRECTION / POLICY

An annual legal compliance report was identified as a potential area of future focus in Attachment 2 to Report AC2005-06, Audit Committee Terms of Reference, considered by Council on 2005 March 7. Law has provided annual reports to Council since that time. In 2014,

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information about insurance and claims matters historically provided to Council in a separate report was consolidated into one annual report from Law.

BACKGROUND

Authorizing environment:

City Solicitor and General Counsel Bylaw 48M2000 establishes the position of City Solicitor and General Counsel as a designated officer, provides that the City Solicitor and General Counsel reports to the City Manager and outlines the following powers, duties and functions for the City Solicitor and General Counsel:

- to initiate, prosecute, maintain or defend any action, claim or other proceeding deemed in the best interest of The City;
- to settle any action, claim or other proceeding provided the amount does not exceed \$250,000;
- to retain outside counsel when the City Solicitor and General Counsel deems it to be in the best interest of The City; and
- to report to Council on any legal matter where in the City Solicitor and General Counsel's independent judgment a Council decision is necessary.

On May 30, 2017, the Bylaw was amended to provide that the City Clerk and Chief Security Officer report to the City Solicitor and General Counsel.

Services

Members of Law and Corporate Security provide or contribute to the provision of five service lines identified in One Calgary, The City's 2019-2022 service-based business plan and budget:

- legal counsel and advocacy;
- insurance and claims;
- corporate security;
- executive leadership (through the City Solicitor and General Counsel's service as a General Manager and member of the Administrative Leadership Team (ALT)) ; and
- corporate governance (through the delivery of the corporate issues management program).

Value Proposition

2018 Law and Corporate Security Report



OUR VALUE PROPOSITION



Members of Law and Corporate Security provide advice, support and services to the Mayor and members of Council, the City Manager, General Managers, Directors, and employees throughout the corporation of The City of Calgary. Their goal is to help clients address issues, solve problems and capitalize on opportunities that Council or clients deem in The City and/or Calgarians' collective interest by helping achieve outcomes on time and on budget within acceptable risk tolerances.

Members of Law and Corporate Security are solution-oriented. Advice is based on a combination of education, experience and evidence. They serve as essential strategic partners to clients to assist in ensuring informed decision making that involves the intentional acceptance, management, mitigation, transfer, monitoring or avoidance of risk. Law's participation in ALT meetings and at Council and Council Committee meetings, coupled with the fact that Law and Corporate Security provide their services to employees within every business unit, result in Law and Corporate Security having a broad and deep understanding of the opportunities available to, and issues and risks facing, the corporation.

The effectiveness and efficiency of the members of Corporate Security and Law is directly related to:

- the extent to which they maintain the trust and confidence of clients in working with them to deliver on:

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- Council Directives (a prosperous city; a city of safe and inspiring neighbourhoods; a city that moves; a healthy and green city; and a well-run city);
 - Council's Five Guidelines to Administration (integrated service delivery; engaged leadership; trust and confidence; investment and value; and corporate alliances);
 - Administration's Commitments (sustaining a cooperative and meaningful relationship with Council; fostering a safe and respectful workplace for all employees; continuing to promote a progressive public service culture through One City, One Voice; focusing attention on planning and building a resilient city (including flood mitigation and climate change); enhancing service to customers and communities, including citizens and businesses; and further strengthening the corporation's financial position); and
- the timeliness of their involvement in projects, initiatives and transactions.

Every Division and Section within Law and Corporate Security has undergone a service review in the past two years to ascertain opportunities for continuous improvement intended to enhance efficiency and effectiveness and ensure that Law and Corporate Security staff are available to assist with the highest opportunity, risk and value projects, transactions and initiatives in which The City engages.

Legal Counsel and Advocacy Value Proposition

City lawyers represent clients in legal proceedings involving The City and support clients' delivery of services to Calgarians through the identification of issues and risk, drafting legal documents, advising on legal and regulatory requirements, supporting informed decision-making, and developing solutions and strategies. Law's ability to deliver these services is aided by its high visibility in the corporation achieved in part through:

- the City Solicitor and General Counsel's service as a member of ALT and participation at all regular and strategic Council meetings and various Council Committee meetings;
- participation of the City Solicitor and General Counsel's designate at public hearings;
- participation by members of Law at many Council Committee meetings and on many corporate and cross-departmental project teams;
- the City Solicitor and General Counsel's service as a member of Executive Steering Committees for various major corporate projects; and
- Law's significant involvement in cross-corporate projects including Infrastructure Calgary, growth management and regional servicing projects, the Municipal Government Act review, City Charter negotiations, One Calgary, the Green Line project, and the 2026 Olympic and Paralympic Winter Games bid project.

Attachment 1 outlines continuous service improvement initiatives in Law's Legal Services Division and includes a results-based accountability template. Information about litigation trends and related matters will be shared during a closed session discussion.

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Insurance and Claims Value Proposition

Members of Law providing insurance and claims services help clients throughout the corporation identify, address and manage risk, manage The City's civic insurance program and work with the members of Law's Litigation Section to recover costs associated with damage caused to City assets. They also provide an avenue for citizens should they wish to submit a claim for damages they believe The City has caused. An Insurance and Claims' Service infographic, report and results-based accountability template are included in Attachment 2.

Corporate Security Value Proposition

Corporate Security's annual report is included as Attachment 3. A confidential security risks and trends report is included as Attachment 4.

Executive Leadership and Corporate Governance

Executive Leadership

Executive leadership is about ensuring public and employee trust and confidence in municipal governance through the provision of organizational leadership to deliver on the expectations of citizens and employees and the promotion of a culture of accountability, transparency, collaboration, and resilience throughout the corporation.

As described in the One Calgary document, these expectations include connecting Council's vision to organizational strategies and actions, coordinating and aligning objectives and results across service lines, maximizing broader, long-term benefits for citizens, ensuring the proper use and management of public resources for financial sustainability, ensuring a citizen and service-centric organizational culture, and ensuring a well-run organization with a safe and respectful workplace for all employees. The outputs of this service line include "corporate culture, norms/values, corporate brand, corporate strategic plans/priorities, corporate ethics and code of conduct, service reviews and improvement, integrated risk management, and performance management/accountability". The service owner for the executive leadership service line is the City Manager.

All General Managers are engaged in the delivery of executive leadership services through their service as members of the ALT. Their work is supported by Directors serving as members of The City's Senior Management Team and managers serving as members of The City's Corporate Management Team.

The City Manager's 2014 invitation to the City Solicitor and General Counsel to serve as a member of the ALT has been of incredible value to Law and Corporate Security as this has allowed participation in deliberations and decision-making at the most senior administrative leadership table in the corporation.

Corporate Governance:

As indicated in the One Calgary document, employees engaged in the delivery of corporate governance services work to build a resilient city and organization by executing on the strategic direction established by Council and by those engaged in executive leadership. They are responsible for developing corporate strategic plans and negotiated agreements with other orders of government and partners, providing administrative policies, frameworks, rules, and

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standards to direct service delivery, minimizing exposure to legal, financial, reputational, and health and safety risks, and generally, supporting the achievement of organizational objectives. Law assists in the delivery of this service line by providing legal governance services and delivering the corporate issues management program.

In regard to the latter, to enhance alignment between those engaged in the delivery of similar services, the City Manager transferred responsibility for the Corporate Issues Management (CIM) Program to Law in 2014. The Manager of the CIM Program plays an important role in assisting the ALT in anticipating, identifying and managing, mitigating or avoiding issues for The City and in enhancing other City employees' ability to do so. The City Manager has emphasized that issue identification, prevention and management competencies, and intentional management competencies generally, are essential competencies for City employees.

The corporate Issue Management Administration Policy was approved by the ALT in 2011. An "issue" is defined in that policy as including "a gap between stakeholder expectations and an organization's performance or actions", "an incident, allegation, strategic shift, significant information, concern, problem or circumstances that has the potential to impact [the] organization" and a "disagreement over facts or values". Issues are measured in terms of impact to the corporation (for example, in terms of costs, opportunities and/or reputation) and profile (for example, public interest). The program is intended to "provide a consistent approach to the prevention of and management of issues that will impact The City's ability to achieve its business objectives, deliver quality public service and its reputation" and the purpose of the Issue Management Policy is to establish standards and guidelines for employees when addressing issues that may impact The City. The policy applies to all City employees.

The benefits of the corporate issue management program include:

- enhancing The City's corporate reputation (the "good name" of The City);
- building trust, confidence and support of key stakeholders (including Council, Calgarians and employees);
- reducing costs to the corporation (e.g. in resources, time, litigation);
- enhancing City service delivery; and
- assisting employees through helping them proactively identify, manage and mitigate issues.

Since September 2012, over 2,300 employees have completed CIM workshop training and since September 2013, 800 employees have completed the CIM e-learning education curriculum.

The Manager of the CIM Program has received very positive feedback from City staff about the workshops she delivers and it is clear from the wait list to attend these workshops that City staff are anxious to receive additional training on how to better anticipate, manage and prevent issues.

The Manager has also undertaken root cause analysis around various high profile issues and shared her findings with the ALT. She has also worked with staff on anticipating, identifying and mitigating issues associated with such major projects as The City's 2018 census, the 2018 vote of the electors and the 2026 Olympic and Paralympic Winter Games bid project.

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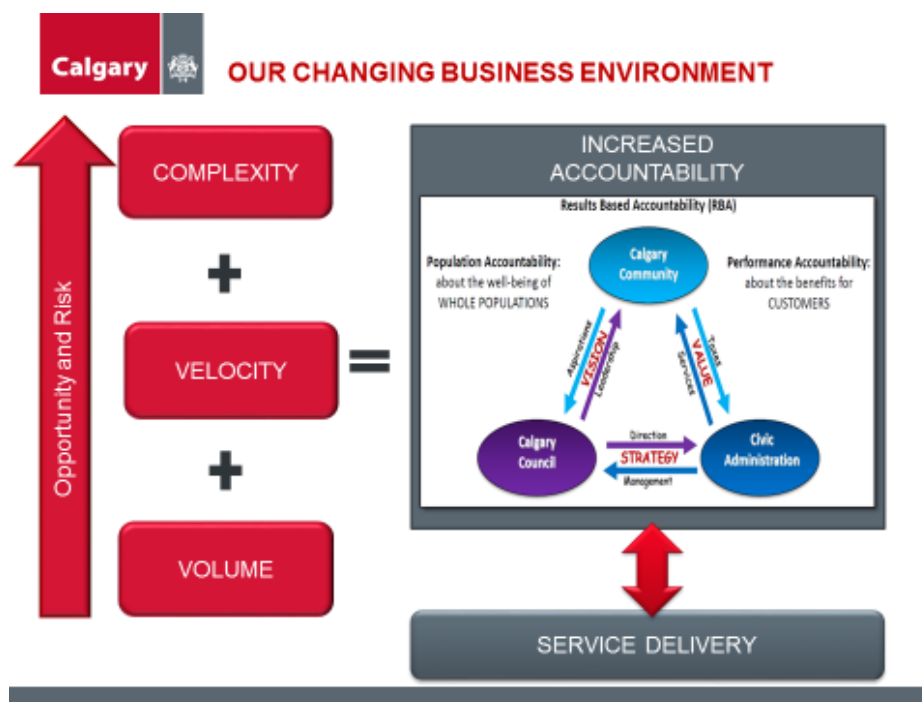
The Manager is a Director of the Issue Management Council, an international organization of public and private sector companies focused on the importance of issue and reputation management. The City of Calgary is the only Canadian municipality with a formal issue management program. Based on feedback that the Manager has received following her presentations to the members of the Issue Management Council, it is clear that The City is also in a leadership position in its focus on corporate issues management relative to those private sector members.

Corporate Risk

The City Solicitor and General Counsel is the “owner” responsible for two of the corporation’s principal risks (legal and compliance risk and security risk) identified in annual reports to Council presented by the Manager of the City’s Integrated Risk Management Program (which is housed in Corporate Initiatives in Finance). The Chief Security Officer contributes to annual reporting on both security risk and on technology security risk, another principal corporate risk. Given the ever increasing volume, velocity and complexity of projects, transactions and initiatives in which The City is engaged, the City Solicitor and General Counsel has identified the risk rating of both legal and compliance risk and security risk as “high”. The owner of technology security risk is The City’s Chief Information Technology Officer. That risk too is rated at “high”.

Making time to intentionally anticipate or identify and then determine whether to accept risk or whether and how to manage, mitigate, monitor, transfer or avoid it has never been more important for the corporation than it is now given the ever increasing volume, velocity and complexity of projects, transactions and initiatives The City is engaged in and the issues facing The City and Calgarians. The diagram below outlines the changing environment that Corporate Security and Law are operating within that has driven the need for the service reviews that have been undertaken and the continuing service improvement initiatives outlined in this report. The continuation of Law’s zero based review and Law and Corporate Security’s participation in the “shared challenges facing the enabling services” zero based review will continue to inform Law and Corporate Security on current and emerging risk for the corporation and clients’ changing service needs.

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All of this requires Law and Corporate Security to continue to focus on positioning staff to be able to assist with unique, multi-disciplinary and/or higher risk and value initiatives in which The City is engaged rather than lower risk or more routine initiatives.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Stakeholder Engagement, Research and Communication

Key clients of Law and Corporate Security were consulted on their level of satisfaction with services as part of the One Calgary project. Information about client satisfaction is included in the attachments to this report.

Strategic Alignment

The engagement that occurred with every service line owner in the corporation during the One Calgary project provided an excellent opportunity for Law and Corporate Security to assess alignment between the services clients require and those that are being provided to them. This exercise was of great assistance in helping identify emerging and current risk.

Social, Environmental, Economic (External)

N/A

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Financial Capacity

Current and Future Operating Budget:

N/A

Current and Future Capital Budget:

N/A

Risk Assessment

Section 4(1) of Audit Committee Bylaw 48M2012 provides that one of the Audit Committee's responsibilities is to oversee The City's compliance with laws, regulations and internal policies including disclosure and internal financial controls, legal compliance and codes of conduct. This annual report is one mechanism to assist the Committee in discharging this obligation.

However, as indicated in previous annual Law and Corporate Security reports, given that The City delivers over 60 lines of service through more than 14,000 employees, the City Solicitor and General Counsel will never be able to absolutely assure the Committee or Council of legal compliance throughout the corporation. Rather, ensuring that business units are familiar with and operating within the Municipal Government Act and the regulatory regime governing their operations is the responsibility of the ALT and Directors and managers throughout the corporation with the assistance of those in the Law and Corporate Security business units. From the City Solicitor and General Counsel's perspective, it is clear that having properly resourced Law and Corporate Security business units whose members:

- continue to enhance their understanding of Calgarians' needs and corporate and clients' business and objectives;
- are consulted by clients early in their initiatives;
- receive proper training to ensure expertise in current and emerging areas of law and strategies to help intentionally manage, transfer, monitor, mitigate or avoid risk; and
- provide enhanced training opportunities for clients;

reduces legal, and therefore also financial and reputational, risk and exposure for The City.

REASONS FOR RECOMMENDATIONS:

Law and Corporate Security's goals in this report are to: (a) assist Audit Committee in fulfilling its mandate to oversee The City's compliance with laws, regulations and internal policies; and (b) assist Audit Committee and Council in better understanding Law and Corporate Security members' role and value in helping Council and clients capitalize on opportunities intended to fulfil Calgarians' hopes, dreams and aspirations, achieve Council Directives and corporate priorities and make informed decisions that take into account the intentional acceptance, management, monitoring, mitigation, transfer or avoidance of risk.

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ATTACHMENTS

1. Attachment 1 – Legal Counsel and Advocacy One Calgary-related and Continuous Service Improvement Initiatives and Results Based Accountability Template
2. Attachment 2 – Insurance and Claims Service Infographic, Report and Results Based Accountability Template (**Revised page 9**)
3. Attachment 3 – Corporate Security Overview and Results Based Accountability Template (public)
4. Attachment 4 – Corporate Security Key Security Risks and Trends Report (confidential)

Continuous Service Improvement Initiatives

One Calgary-Related Initiatives:

- Assistant City Solicitor Jill Floen and Manager, Risk Management and Claims Division Fazal Ashraf served as service owners for One Calgary's legal counsel and advocacy (LCA) and insurance and claims (IC) service lines, respectively
- Reviewed, enhanced and educated service owners throughout the corporation on the value proposition of the LCA and IC service lines
- Enhanced the preliminary performance metrics for LCA and IC services and developed data collection strategies
- The Assistant City Solicitor served as a member of the Infrastructure Calgary team and helped prioritize corporate capital submissions
- Conducted a client survey with highest volume clients; result was a 100% satisfaction rate
- Completed a strategic planning session and SWOT analysis in Q1 2018 and updated that analysis in Q3
- Contributed to the work of the enabling services' One Calgary budget presentation team

Continuous Service Improvement Initiatives:

- Continue to implement all Sections' business process review recommendations intended to implement efficiency and effectiveness opportunities through the development of, for example, common standards, standard agreements and business rules
- Continue to focus on client relationships and role clarity (both between professionals within Law and as between members of Law and clients) to enhance service efficiency and effectiveness
- Continue participation in the Municipal Benchmarking Network Initiative to measure LCA's cost and the cost of external counsel against that of other municipalities
- A new IT strategy has resulted in more flexible, collaborative and efficient workplace practices
- Continue to enhance Law's employee engagement and satisfaction program through:
 - continuing employee suggestion boxes;
 - continuing to conduct employee survey feedback sessions;
 - continuing to enhance Law's employee onboarding program;
 - continuing to support professional development by providing or supporting participation in continuing professional development courses, conferences and training opportunities and supporting attendance at City courses and in corporate programs such as the Supervisory Leadership Development Program and the emerging leaders program; and
 - continuing to provide opportunities for cross-Section and cross-corporate collaboration to foster personal and professional growth
- Identifying new and emerging areas of law or proceedings in which City lawyers' involvement would help manage risk for the corporation
- The Real Estate and Expropriation Section is developing and revising standard form agreements to better address clients' needs in a more timely manner and intentionally manage new and emerging risk
- The Real Estate and Expropriation Section increased awareness of how to mitigate and allocate risks in commercial transactions

- The Research, Legislative Services and Administrative Law (RLSA) Section is continuing with the implementation of its collaborative service delivery review with the Assessment business unit. Process improvement opportunities have been identified and are in a pilot phase and additional improvement opportunities will be considered in the next review of process improvement initiatives
- Administrative law lawyers have been equipped with mobile technology to enable cost and productivity efficiencies through changes in the way they prepare for, conduct and manage assessment hearings and associated documents
- Lawyers continue to attend standing meetings with clients and managers conduct one on one outreach with managers, Directors and General Managers to improve service delivery
- Managers are continually assessing the competencies required of lawyers and staff and discussing where work is best positioned within Law. Lawyers and staff are being cross-trained or work is being transferred between Sections to enhance Law's ability to deal with the increased volume, velocity and complexity of work it is required to address
- In anticipation of additional capital project-related work and for succession planning purposes, Law has added another litigator to focus on possible expropriations and to advise clients pre-expropriation on compensation issues
- The Litigation Section has modernized the software it uses for document storage and production in larger lawsuits, for use by both City and opposing counsel
- The Litigation Section is partnering junior and mid-level litigators with senior litigators to ensure that trial expertise is in place when senior litigators retire
- The Litigation Section worked with the Roads business unit to transition from a single corporate representative on Roads-related lawsuits to quadrant-based corporate representatives
- All members of the Litigation Section, with the exception of labour and employment lawyers (who are co-located in the Human Resources business unit), are required to handle files covering all aspects of municipal litigation, including planning litigation, police service-related litigation, transit-related litigation, breach of contract litigation, motor vehicle accident litigation etc.
- The Corporate Services Section continues to standardize procurement templates with Supply and contract templates with Information Technology. Standardization benefits both City staff and those wishing to do business with The City. Lawyers also train clients on the use of new templates
- All Corporate Services lawyers are receiving additional training in modern municipal procurement procedures
- The Corporate Services Section provided training to assist Freedom of Information and Protection of Privacy Office staff
- A Corporate Services Section lawyer provides services on a full-time basis to the Calgary Housing business unit
- Lawyers provide full-time service to and are co-located with the Calgary Parking Authority and with the Green Line business unit
- Two lawyers in Corporate Services were devoted to the 2026 Olympic and Paralympic Winter Games bid project
- The Prosecution Section continues to become more efficient through ensuring the proper distribution of work as between lawyers and municipal prosecutors
- The RLSA Section is actively promoting and fostering opportunities for cross-Section collaboration, including working with others to assemble teams to address various corporate issues such as livery matters, intermunicipal appeals, offsite levies, and urban growth issues

- All RLSA Section members are responsible for leading discussions within Section meetings on various corporate issues and policies including The City's Code of Conduct and the 4C's
- The City Solicitor and General Counsel has provided presentations to all Sections and Divisions within the Law and Legislative Services Department on valuing people, the importance of the 4Cs and the importance of ensuring that The City is a safe, inclusive and respectful workplace for all City employees
- The Planning and Environment Section has created team norms, focused on team building within the Section and conducted a "team effectiveness" study
- All managers participated in the Corporate Workforce Planning program, assessing staffing needs and undertaking succession planning analysis

<p>Legal Compliance and Risk</p> <p>Law provides legal counsel and advocacy (LCA) services to the Mayor and Council, City Manager and General Managers, Directors, and managers and employees of every business unit. In most cases, LCA’s effectiveness is directly linked to the timeliness of its involvement. LCA’s goal is to serve as its clients’ strategic partner, helping clients make informed decisions to ensure that they capitalize on their opportunities on time and on budget and within risk tolerances acceptable for The City. However, LCA’s advice is not always sought in sufficient time to allow a strategy to be developed or action to be taken on a proactive basis, resulting in the corporation having to react to issues or lawsuits. This can impair The City’s ability to complete projects and conclude transactions on time and on budget and can result in unnecessary business, legal, financial or reputational risk or loss for The City. Responsibility for ensuring legal compliance rests with every manager in the corporation and LCA works with its clients throughout the corporation to help minimize the potential for non-compliance.</p>	<p>Risk Rating</p> <div><div></div></div> <p>High</p>	<p>Risk Owner</p> <p>Glenda Cole, Q.C. City Solicitor and General Counsel</p>																																								
<p>List the Citizen Priority and Council Directive the Risk most impacts - Well-run City</p>																																										
<p>Key Partners</p> <p>Internal: Mayor and Council, Administrative Leadership Team (ALT), Directors, all business units</p> <p>External: Citizens, some civic partners</p>																																										
<p>Key Risk Indicators & Measures</p> <div><div><p>% OF 2017 HOURS OF SERVICE PROVIDED TO CLIENTS</p><table><thead><tr><th>Client</th><th>Percentage</th></tr></thead><tbody><tr><td>Civic Partners</td><td>0.1%</td></tr><tr><td>Calgary Police Service</td><td>0.8%</td></tr><tr><td>Utilities and Environmental Protection</td><td>4.5%</td></tr><tr><td>Transportation</td><td>6.7%</td></tr><tr><td>Planning and Development</td><td>7.3%</td></tr><tr><td>Law and Legislative Services</td><td>34.1%</td></tr><tr><td>Deputy City Manager's Office</td><td>23.8%</td></tr><tr><td>Community Services</td><td>8.3%</td></tr><tr><td>City Managers Office</td><td>0.7%</td></tr><tr><td>Chief Financial Office</td><td>9.2%</td></tr><tr><td>City Auditor</td><td>0.01%</td></tr><tr><td>Council</td><td>1.6%</td></tr><tr><td>Calgary Parking Authority</td><td>2.9%</td></tr></tbody></table></div><div><p>Hours of Service</p><table><thead><tr><th>Year</th><th>Hours</th></tr></thead><tbody><tr><td>2013</td><td>85,000</td></tr><tr><td>2014</td><td>92,000</td></tr><tr><td>2015</td><td>102,000</td></tr><tr><td>2016</td><td>112,000</td></tr><tr><td>2017</td><td>105,000</td></tr></tbody></table></div></div>			Client	Percentage	Civic Partners	0.1%	Calgary Police Service	0.8%	Utilities and Environmental Protection	4.5%	Transportation	6.7%	Planning and Development	7.3%	Law and Legislative Services	34.1%	Deputy City Manager's Office	23.8%	Community Services	8.3%	City Managers Office	0.7%	Chief Financial Office	9.2%	City Auditor	0.01%	Council	1.6%	Calgary Parking Authority	2.9%	Year	Hours	2013	85,000	2014	92,000	2015	102,000	2016	112,000	2017	105,000
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<p>Summary of Risk Rating (the story behind the numbers)</p> <p>The increasing complexity, volume, velocity, value, and risk profile of projects, transactions and initiatives at The City, coupled with recent amendments to the <u>Municipal Government Act</u> and other legislation all contribute to an increased risk profile for The City. This creates the need for LCA and clients to anticipate and proactively engage on emerging issues and projects to support informed decision making that intentionally manages risk.</p> <p>Given the number of City service lines, LCA is unable to provide assurance of corporate legal compliance. Rather, ensuring that service lines are familiar with, and operating within, the applicable regulatory regime is the responsibility of the ALT and Directors and managers throughout the corporation with LCA’s support. This reduces The City’s exposure to legal, financial, and reputational risk.</p>																																										
<p>Existing Controls or Treatment Techniques</p> <p>Proactive involvement in matters including but not limited to:</p> <ul style="list-style-type: none">Attend ALT meetings, all Council meetings and various Council Committee meetingsServe on executive and other steering committees for major initiatives and participate on corporate and business unit project teamsConduct client relationship meetingsProvide client education	<p>Risk Response Strategies (improvement activities)</p> <ol style="list-style-type: none">Continue to enhance clients’ understanding of the value of early engagement.Identify opportunities to participate in the early phases of client initiatives, participate in steering, oversight and advisory committees and bring a legal and corporate perspective to support clients in making informed decisions and intentionally manage risk.Support the development of corporate RBA performance measures and indicators. This will require participation across all service lines as responsibility for ensuring legal compliance and managing corporate risk is shared with all City managers.																																									



INSURANCE AND CLAIMS SERVICES REPORT



The Risk Management and Claims Division of Law acts as the corporation's insurance company, providing insurance and claims services for The City's operations. This Division monitors the operational risks of The City and associated boards and authorities to determine cost-effective solutions to eliminate, reduce, manage, transfer or insure such risks and to manage the adjustment of claims either brought forward by the public or the corporation, in a fair and equitable manner, utilizing generally accepted insurance industry methods.

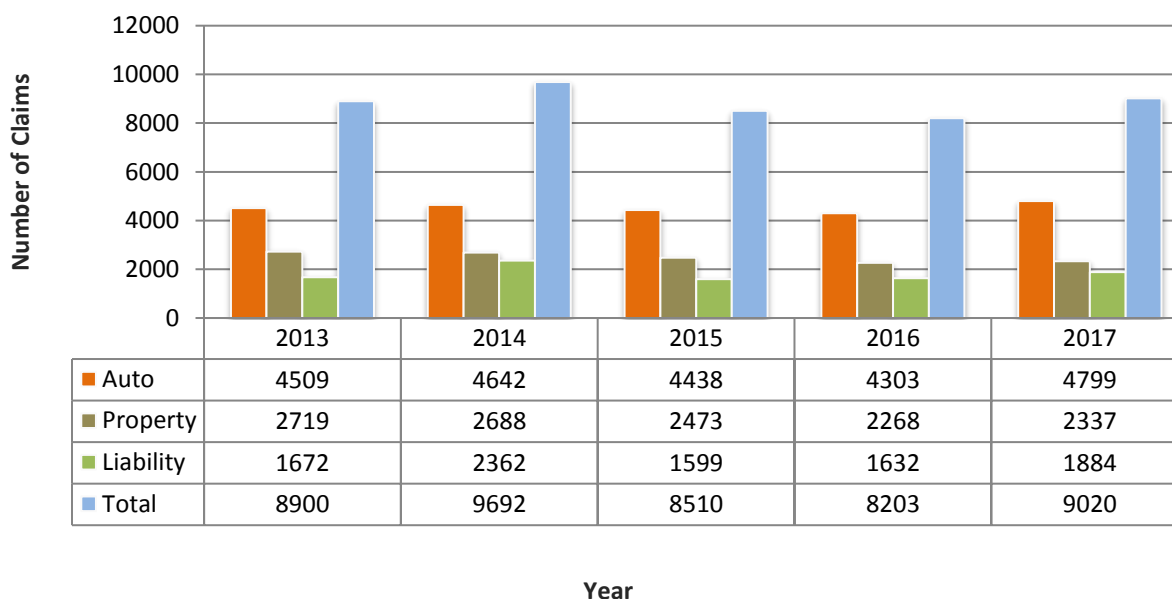
AUTOMOBILE, PROPERTY AND LIABILITY LOSSES

- **Automobile** claims are any claims involving City-owned vehicles. This can be a City vehicle involved in a motor vehicle accident with a third party or a City vehicle colliding with an object.
- **Liability** claims are claims where there is an allegation that The City caused damage to a third party, excluding automobile liability.
- **Property** claims are damage to City-owned properties, such as a fire in a City building, and includes damages caused by a third party, such as a private vehicle striking a guard rail.

NUMBER OF REPORTED CLAIMS PER YEAR

(2013 - 2017)

(Excludes 2013 flood)



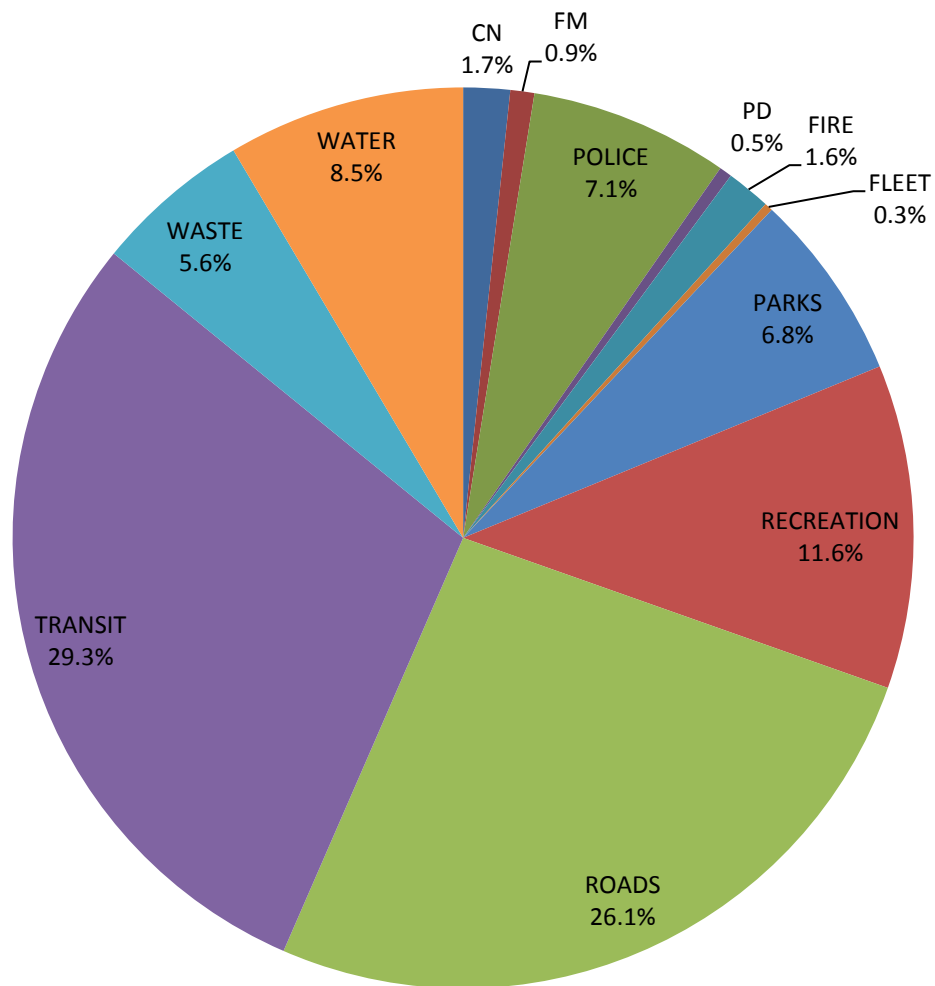
This graph illustrates an increase in the total number of claims for and against The City. The increase may have resulted from weather-related events.

NUMBER OF CLAIMS BY BUSINESS UNIT OR DEPARTMENT

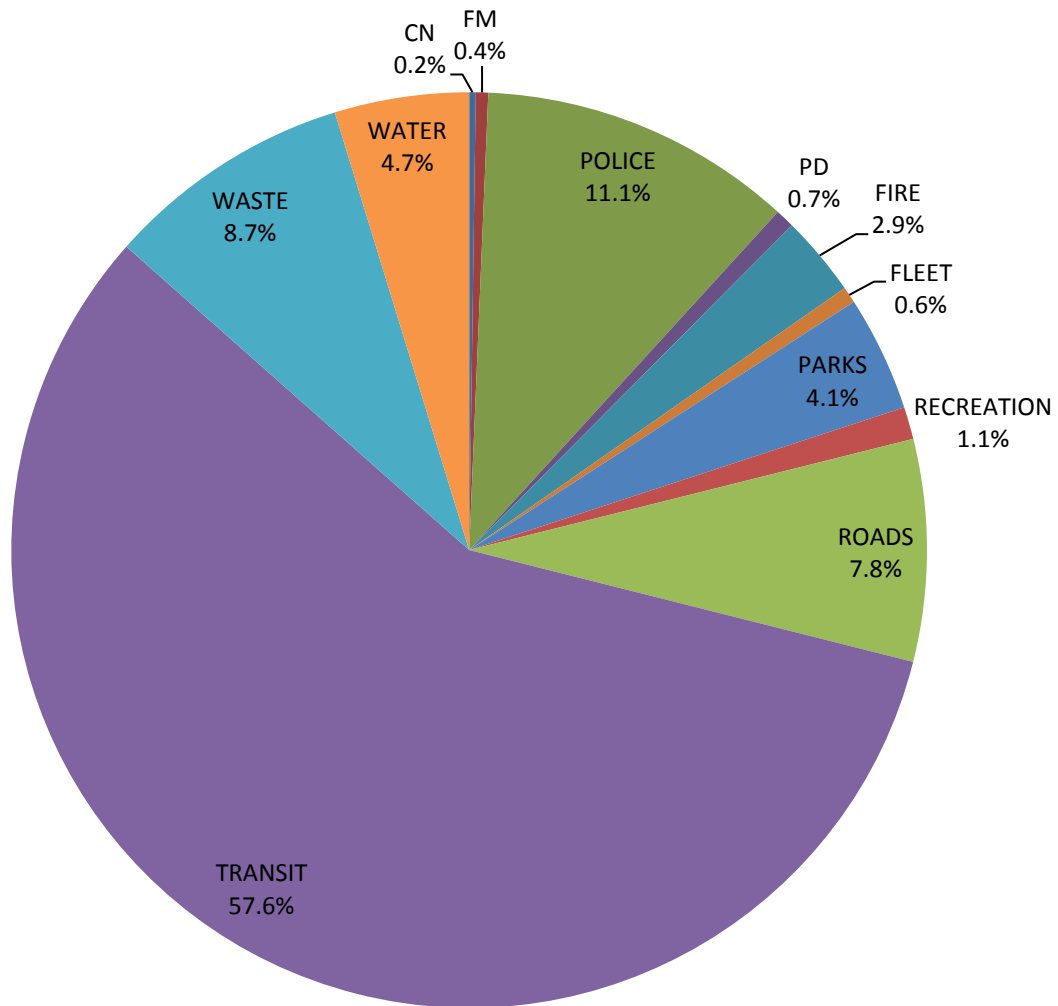
(5-YEAR AVERAGE - INCLUDES AUTOMOBILE, PROPERTY AND LIABILITY CLAIMS FOR AND AGAINST THE CITY)

BUSINESS UNIT OR DEPARTMENT	AVERAGE PER YEAR
Calgary Neighbourhoods (CN)	178
Facility Management (FM)	79
Calgary Police Service	654
Planning & Development (PD)	42
Fire Department	145
Fleet Services	27
Parks	620
Recreation	1,064
Roads	2,393
Calgary Transit	2,688
Waste & Recycling Services	514
Water Services	780

PERCENT OF TOTAL CLAIMS BY BUSINESS UNIT OR DEPARTMENT
(2013 - 2017)
(Excludes 2013 flood claims)

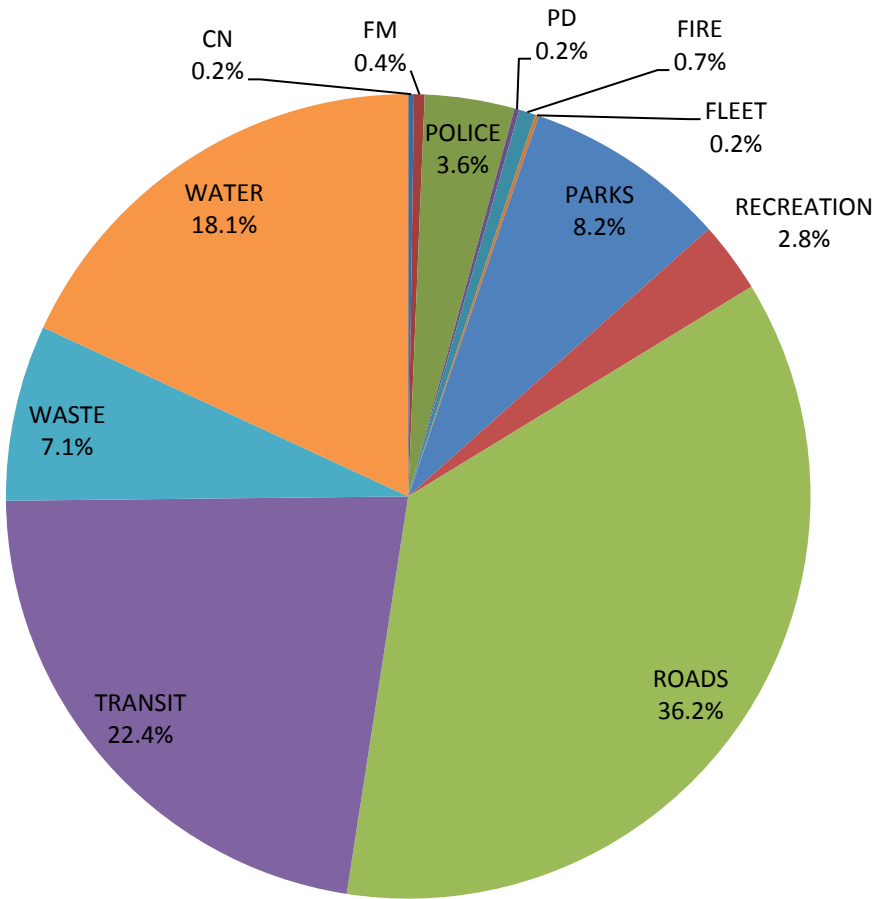


PERCENT OF AUTOMOBILE CLAIMS BY BUSINESS UNIT OR DEPARTMENT
 (2013 - 2017)
 (Excludes 2013 flood claims)



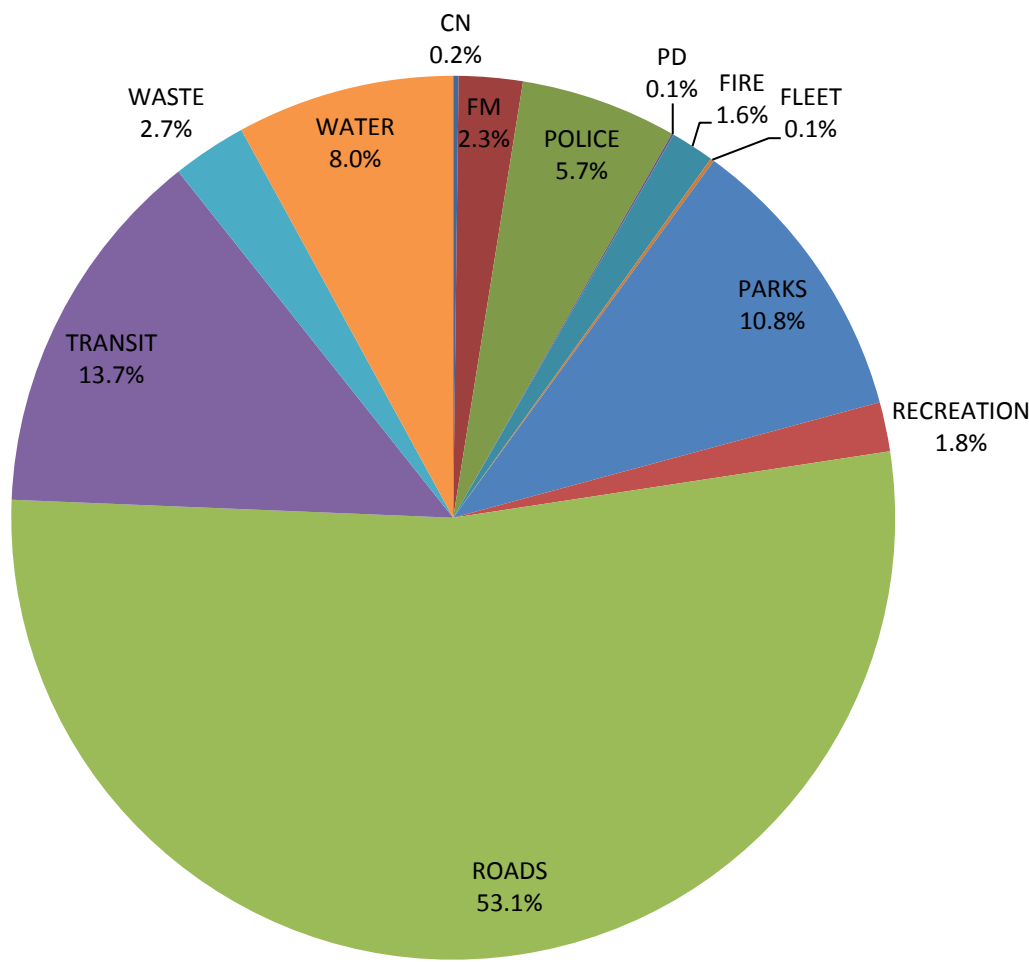
NOTE: Automobile claims are any losses involving City-owned vehicles regardless of fault. This can be a City vehicle involved in a motor vehicle accident with a third party or a City vehicle colliding with an object.

PERCENT OF LIABILITY CLAIMS BY BUSINESS UNIT OR DEPARTMENT
 (2013 - 2017)
 (Excludes 2013 flood claims)



NOTE: Liability losses are claims where there is an allegation that The City caused damage to a third party, excluding automobile liability.

PERCENT OF PROPERTY CLAIMS BY BUSINESS UNIT OR DEPARTMENT
(2013 - 2017)
(Excludes 2013 flood claims)

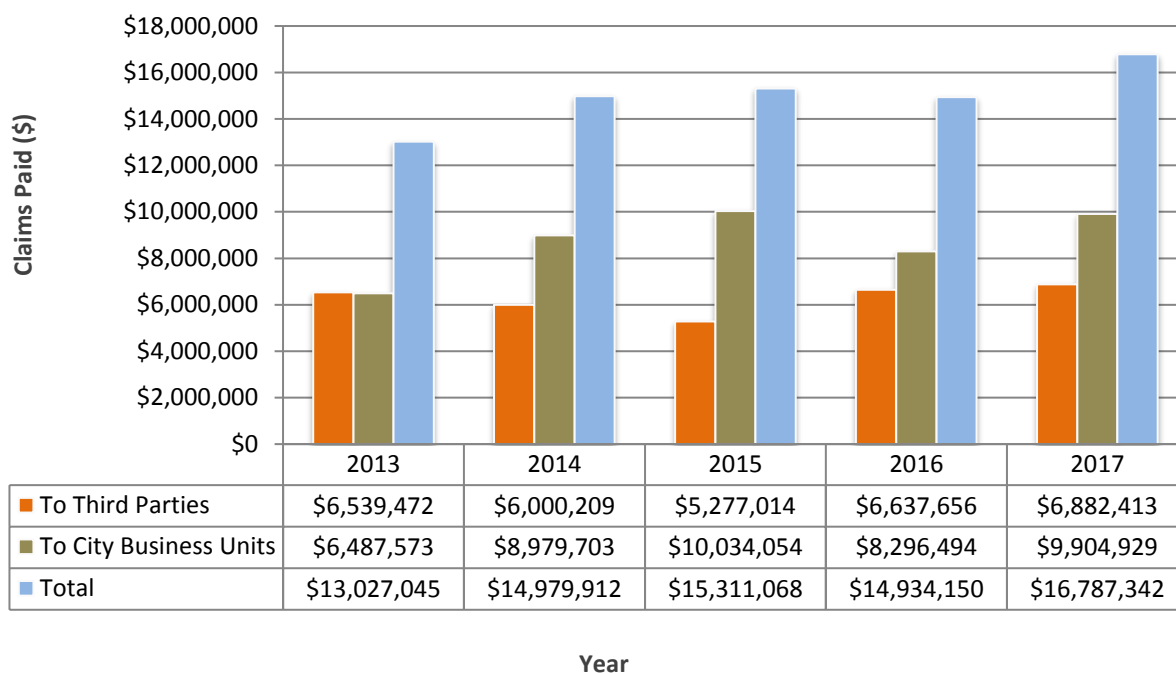


NOTE: Property claims are damage to City-owned properties, such as a fire in a City building, and includes damages caused by a third party, such as a private vehicle striking a guard rail.

CLAIMS PAID BY YEAR

(2013 - 2017)

(Excludes 2013 flood)



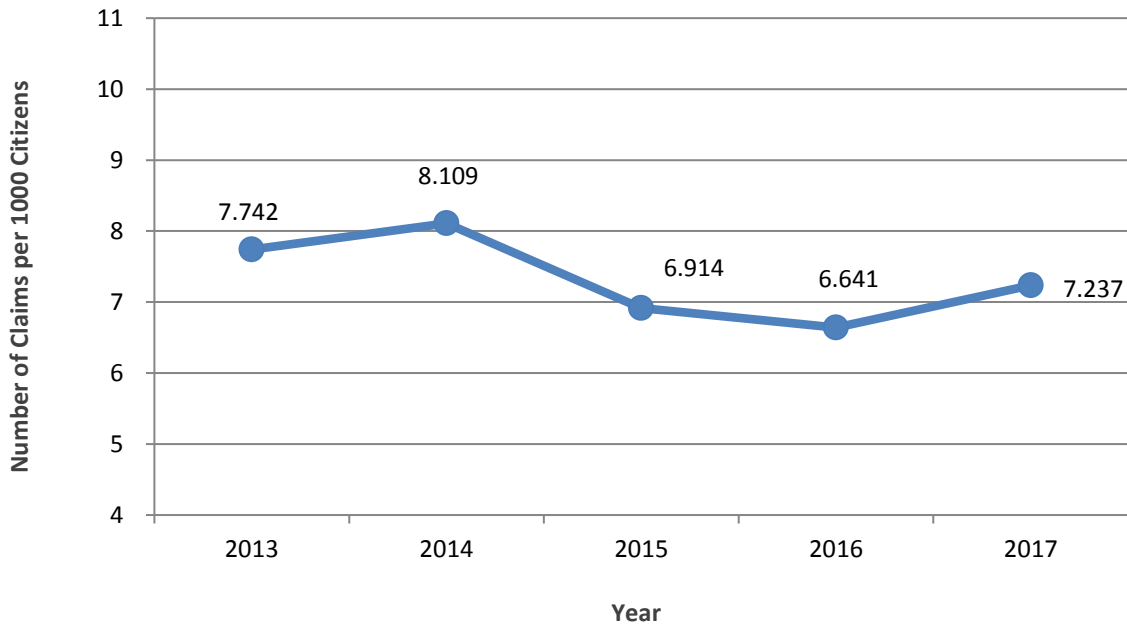
This graph illustrates the amounts paid out from the Civic Insurance Program each year from 2013 – 2017 (excluding the 2013 flood). Amounts paid in each year do not necessarily correspond to events from that year. Many claims presented against The City take months or even years to resolve. For example, payments made in 2017 may have been related to incidents that occurred or claims that were filed several years prior.

To enhance transparency with the public, the Risk Management and Claims Division developed an online platform called ClaimsWeb. Citizens can now go online at www.calgary.ca/claims to learn about various topics, including common types of claims such as property damage, motor vehicle and injury claims, and to obtain information about how citizens can present a claim to The City. The website also explains that making a claim does not guarantee compensation. All claims are investigated in a fair and equitable manner and The City may provide compensation if negligence on the part of The City is either evident or proven.

The City experienced a catastrophic claim in 2013 as a result of the flood. Given the unique nature of the event, the graph above does not include payments to City business units or civic partners for flood losses.

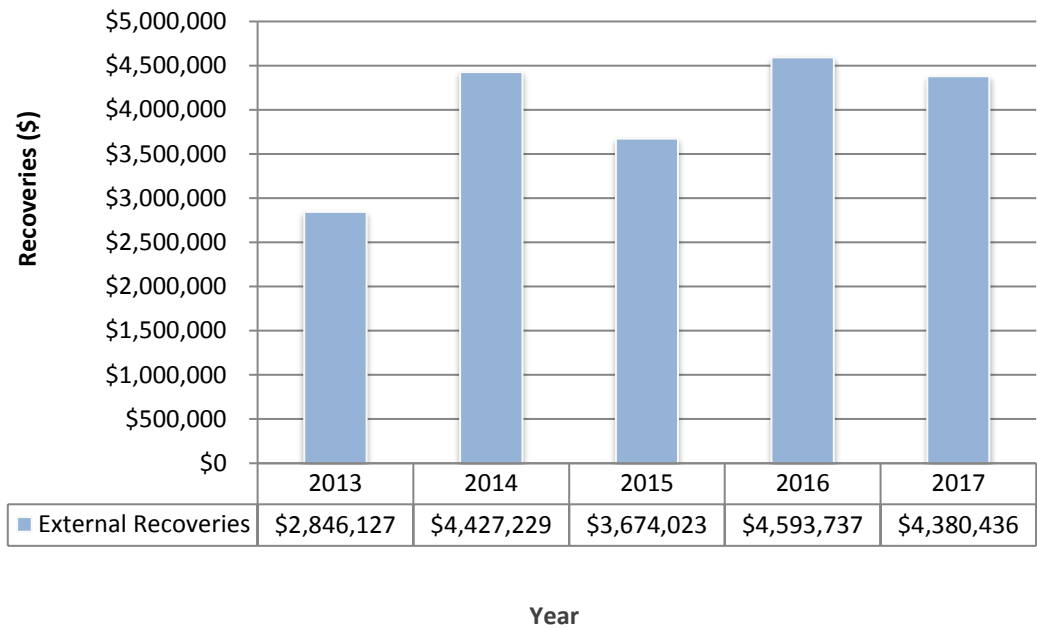
NUMBER OF CLAIMS PER 1000 CITIZENS

(2013 - 2017)
(Excludes 2013 flood claims)



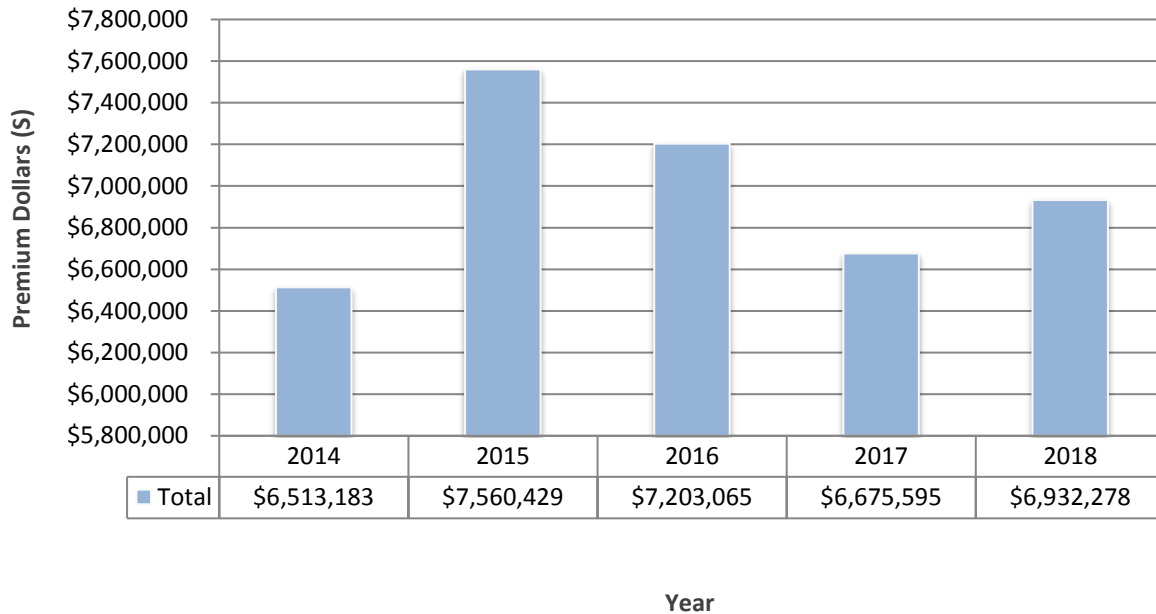
This graph compares the number of claims per year against The City’s total population (in thousands). The overall population statistic is taken from the [2017 Census Report](#). With both the population increasing by 11,116 and the total number of claims also increasing by 817, the average number of claims per citizen has increased from 2016 to 2017 as shown above.

EXTERNAL RECOVERIES BY YEAR (2013 - 2017) (Excludes 2013 flood claims)



This graph illustrates recoveries collected each year from external parties who have caused damage to City-owned property. The Risk Management and Claims Division makes every effort to pursue responsible parties and obtain collection either through the individual or their insurance company.

INSURANCE PREMIUMS BY YEAR (2014 - 2018)



The City purchases insurance to protect against unpredictable events, including for example commercial general liability, property and automobile coverage. The premium of the insurance program is shown in the graph above.

There was a significant impact on property insurance premium following the 2013 flood. The premium has steadily reduced since then, as The City's insurers have become more comfortable with The City's exposure to future flood losses. The City continues to build resiliency into its structures and mitigate risk through flood diversion projects. For more examples of flood related projects, please visit www.calgary.ca.

The total insured value of City-owned property as of January 1, 2018 is \$10,058,708,260.

Topic Description: Risk Management and Claims - Key Performance Indicators

Risk Management and Claims benchmarks performance by looking at year over year City data as well as risk management industry data from Government and Non-Profit corporations across North America.

Who are our customers

The Risk Management and Claims Division provides risk management (including insurance purchases) and claims services to the corporation and civic partners. This includes all Business Units, Council and civic partners that are part of the Civic Insurance Program.

There are business units that have a higher probability for a claim (such as Transit, Roads and the Calgary Police Service) due to the nature of the services they provide. These types of services will receive a greater proportion of insurance and claims services.

Lead: Risk Management and Claims

Key Partners:

- Litigation and Corporate Services Sections in Law
- Law
- City Business Units
- Civic partners

Headline performance measures

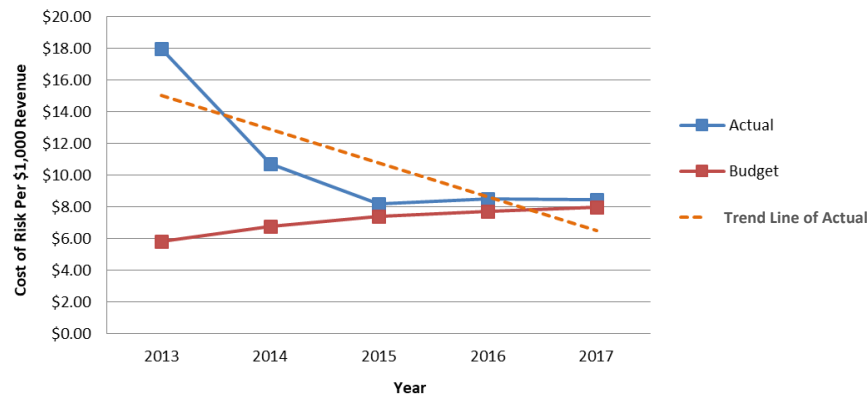
1. Cost of Risk – Operating Revenues (2013 – 2017)
2. Value of assets insured compared to cost of insurance (2014 – 2018)

Data development list

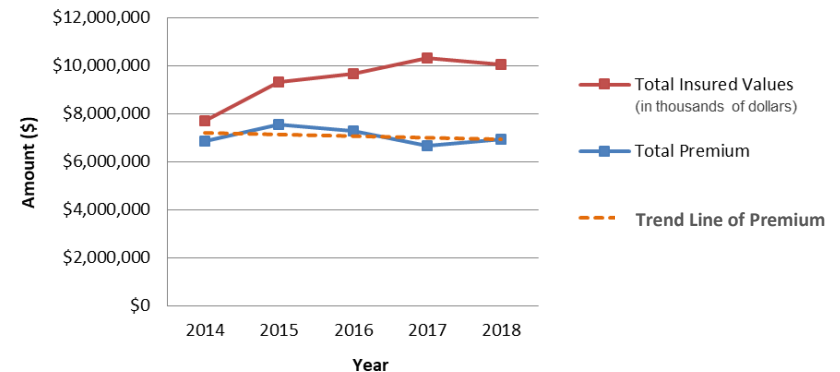
Secure more robust Canadian data for benchmarking our data.

How are we doing

Cost of Risk per Operating Revenues
(2013 - 2017)



Insurance Premiums - Total Insured Values
(2014 - 2018)



Story behind the baseline and emerging risks

The Cost of Risk per Operating Revenues is comprised of all insurance premiums, all claims payouts up to The City's self-insured retention of \$2,000,000, and all costs to operate the Risk Management and Claims Division of Law. Budgeting the Cost of Risk can be difficult as losses can be unpredictable.

The industry benchmark is \$12.59/\$1000 for Government and Non-Profit companies that provided data (82) for the 2018 RIMS Benchmark Survey (2017 data).

Insurance premiums increased substantially post 2013 flood. Since that time, premium costs have been decreasing. Assets insured over the same period have increased due to increased rigor to ensure that values are insured to the correct replacement cost as well as the growth of civic assets.

What we propose to do

Continue to showcase to insurance markets that The City is committed to building resilience in its operations by working with Resilience and Infrastructure Calgary to capture initiatives being incorporated into projects. Capitalize on networking and best practices of The City's membership in 100 Resilient Cities.

Intentional management of our assets will provide more details on City properties including insured values.

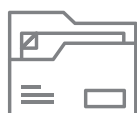
In 2018, there was an increase in The City's insurance premiums largely driven by North American losses such as those resulting from Hurricanes Harvey, Irma and Maria and wildfires in southern California.

Insurance and Claims Services

The Risk Management and Claims Division of Law acts as the corporation's insurance company, providing insurance and claims services for all of The City's operations.



8,865
number of claims
per year (five year
average)



2,236
current open claims
files



\$2M
self-insured
retention



132
claims files resulting
in litigation yearly on
average

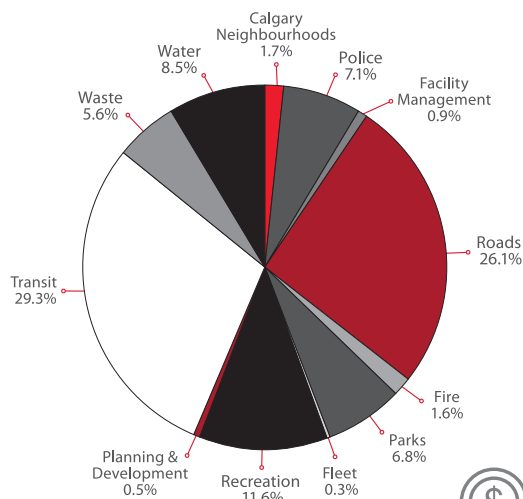


\$4M
average amount
recovered from
responsible parties
over a five year period

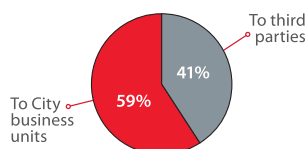
Number of claims by Business Unit or Department

Department	Average per year
Calgary Neighbourhoods	178
Facility Management	79
Calgary Police Service	654
Planning & Development	42
Fire Department	145
Fleet Services	27
Parks	620
Recreation	1,064
Roads	2,393
Calgary Transit	2,688
Waste & Recycling Services	514
Water Services	780

Percentage of total claims by Business Unit or Department



Claims paid by year (five year average)



\$15M
average paid
annually on claims
to third parties and
City business units



\$10B
value of City buildings
and vehicles insured



\$6.9M
2018 cost of insurance
purchased



6,358
unique page-views
on ClaimsWeb



67
insurance policies
purchased



1,892
311 Service Requests
in the last year



219
sewer back-up claims
yearly on average



137
pothole claims
yearly on average

Audit Committee Report - Corporate Security Overview

On June 1, 2017, Corporate Security evolved from a Division within Law to a newly created business unit, which demonstrates the importance The City places on the security of City staff, the Mayor and Members of Council, visitors, information, assets, and infrastructure.

In support of the One Calgary Program and the shift to a service-based view through The City's multi-year plan and budget for 2019-2022, Corporate Security was recently identified as a service line. Corporate Security's service is to "protect The City's employees, information and assets and assist in the provision of public safety." Corporate Security has two functional subservices, cyber security and physical security. Moving forward, these subservices will be further reviewed and organized to better address the deliverables that Corporate Security provides for clients through its strategic and risk management approach outlined in the Bowtie diagram on page two.



In this report, Corporate Security captures the following highlights:

- Strategic and risk management approach
- Maturity model – 2017 and 2018
- Client engagement
- Employee engagement
- Key highlights
- An industry leader

A separate confidential attachment outlines The City's security risks and trends.

Strategic and Risk Management Approach – Bowtie Model

Corporate Security has historically aligned its services along traditional (functional) security categories, namely physical and information security. To better align with service-based budgeting and a more mature model of risk management, Corporate Security will transition its strategic approach and its subservices to reflect a bowtie strategic and risk management approach.

The bowtie model creates a clear differentiation between proactive and reactive risk management. Corporate Security's proactive security services help identify threats prior to an incident occurring. These threats are noted in the first column. The ongoing identification and response to risks is shown in the middle column and the response required if an incident occurs is noted in the third column. After an incident, lessons learned are documented and where possible, changes are made and incorporated into proactive services. Corporate Security is committed to continuous improvement.

Subservices

Threats

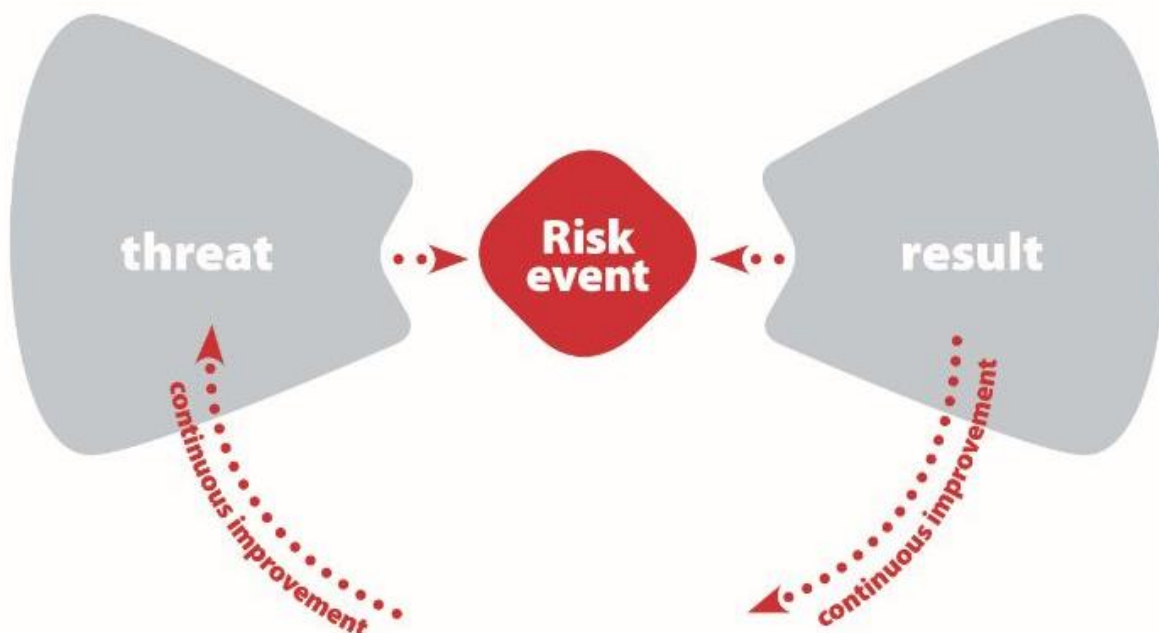
- Assessment and mitigation strategies
- Intelligence
- Technical application and support
- Business support
- Training and education

Risks

- Security operations, monitoring and response

Results

- Investigations
- Cyber incident response

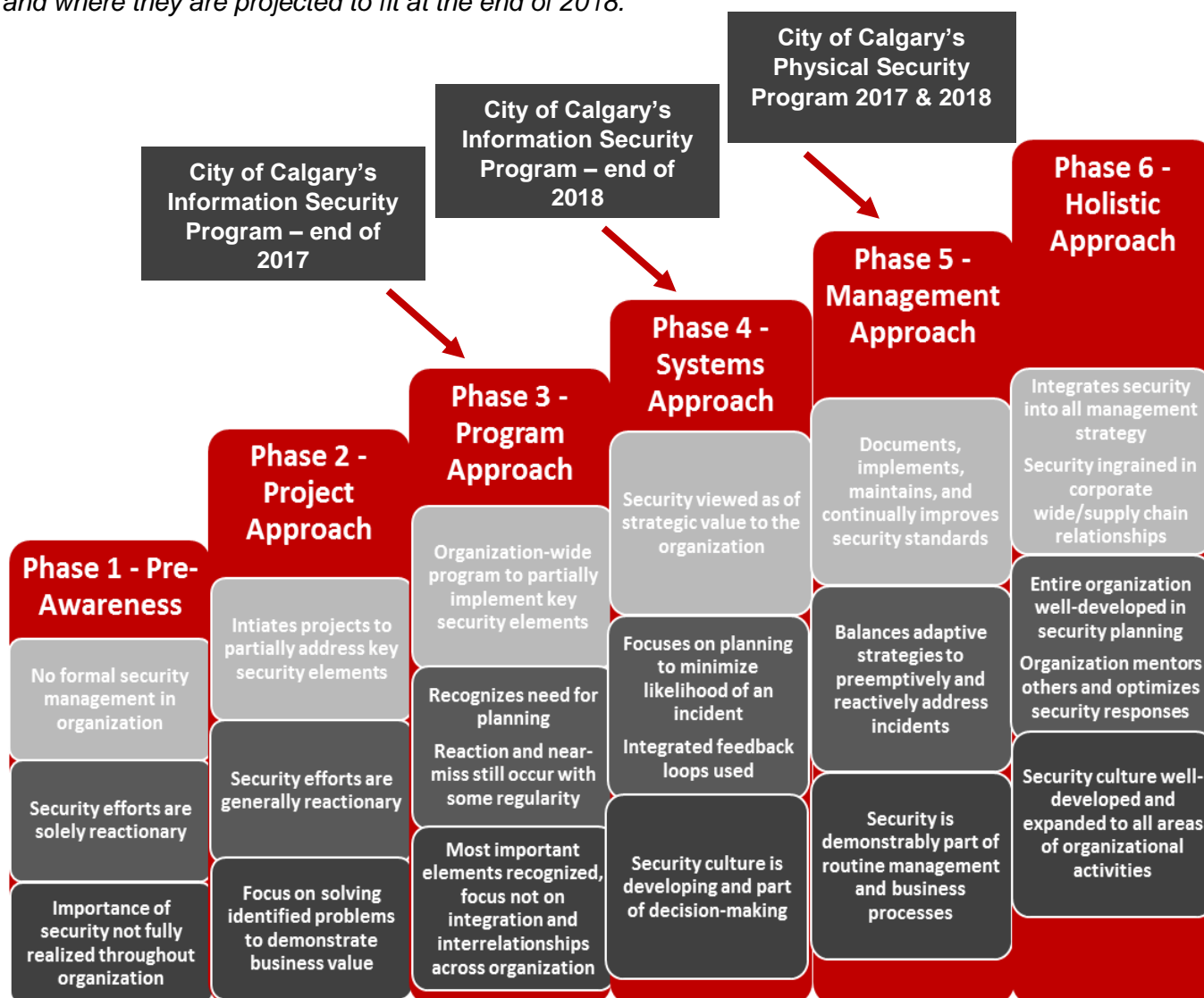


Corporate Security's Maturity Model - end of 2017

Corporate Security uses the Organizational Resilience Maturity Model developed by the American National Standards Institute and American Society for Industrial Security International (ASIS) to benchmark its progress in delivering a proactive, preventative and intelligence-based security program. The model depicts the maturity level of Corporate Security's functional subservices, information security and physical security, within the model's six phases.

At the end of 2017, information security had moved further into phase three (compared to 2016 when it was at the end of phase two and the beginning of phase three), while physical security remained consistent. Increased cyber risk required intentional focus, planning and resources, while physical security's subservices were already well developed. Based upon risk and needs assessments, Corporate Security prioritized maturity growth for cyber security subservices in 2017.

This model depicts where the two subservices fit within the maturity model at the end of 2017 and where they are projected to fit at the end of 2018.



Corporate Security engages its clients

In 2017, Corporate Security engaged an external research company to conduct a client satisfaction survey among its internal clients. Over 450 City Dept ID owners, which are managers, supervisors and leaders within The City, completed the survey and provided meaningful feedback that Corporate Security will use as a baseline to address what is working well and address opportunities for improvement in its service delivery. Ninety-one per cent of survey respondents were satisfied or very satisfied with the services they receive from Corporate Security.

Overall satisfaction is high among those who use Corporate Security's Services

"Overall satisfaction is high, and while usage of the majority of services is low, satisfaction among users is relatively high."

91% are **satisfied** with CS services
(39% are very satisfied)



top reason for satisfaction:
fast/efficient service

30%

Top 3 services used	Past - Year Usage*	Total Satisfied**
 ID/access card issuance and replacement	81%	94%
 Access door or card reader repair	43%	84%
 Security guard services - facility	43%	85%

*usage of other services ranges from 7% to 39% of Dept ID owners

**satisfaction with other services ranges from 64% to 88%



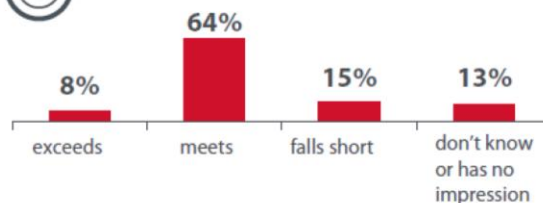
Satisfaction across Services

Most are satisfied with the ability to access information and services from Corporate Security

90%



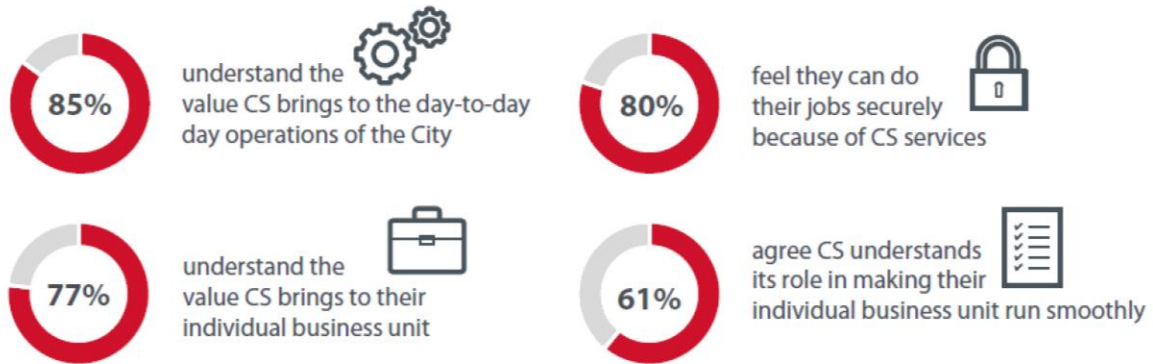
Meeting Performance Expectations



While awareness and satisfaction is high regarding some of Corporate Security's subservices, it is essential that City staff at all levels become aware of most, if not all, of the subservices that Corporate Security provides. An increase in both awareness and use of other subservices will help to reduce security risks and ultimately, the number of incidents that occur.

City employees believe Corporate Security delivers value

"Dept ID owners believe Corporate Security delivers value to their business unit and the Corporation as a whole."



In conjunction with One Calgary, Corporate Security is looking at ways to continuously improve its service delivery and ensure it is adding value to its clients. In some cases, Corporate Security has dedicated security staff to work directly with clients in their business units. Corporate Security has also developed a subservices catalogue which is now being rolled out to clients. The goal of this engagement with key City clients is to help ensure their security needs are met, risks are identified and managed and clients are better able to meet their business objectives.



Corporate Security focuses on employee engagement

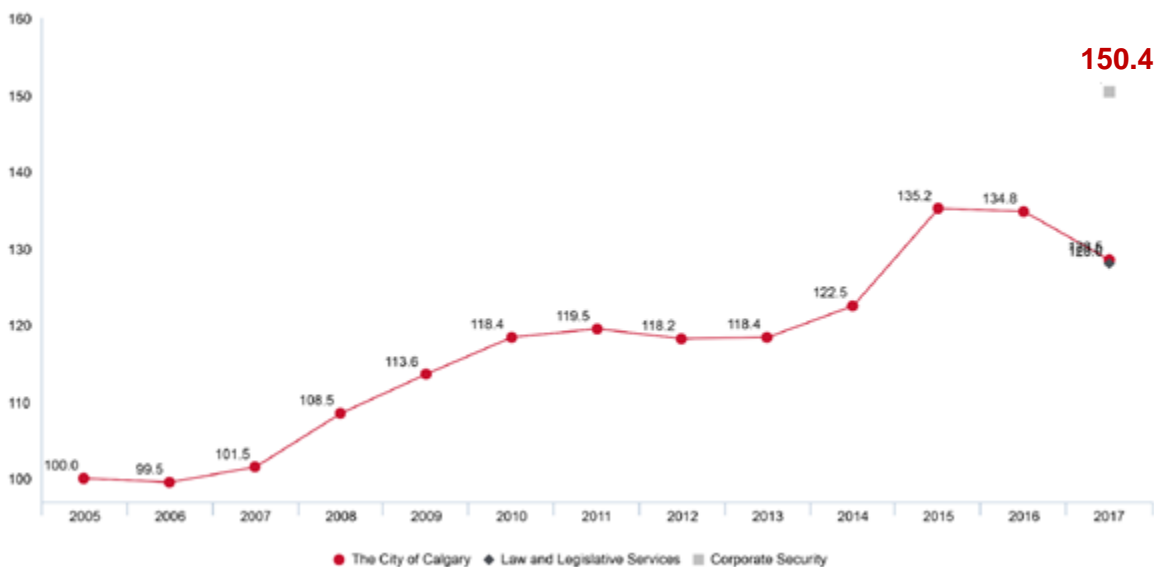
In 2017, Corporate Security formalized their employee engagement efforts and developed the Corporate Security Engagement Committee (CSEC). CSEC focused on four priority areas:

- Relationships
- Recognition
- Leadership
- Communication

A mentorship program was also developed through CSEC to provide mentees with the opportunity to meet one-on-one with a colleague and receive career guidance. CSEC's efforts have assisted Corporate Security in maintaining its high employee engagement score which, over the long term, will contribute to staff retention, improved service delivery due to the retention of expertise and overall employee satisfaction. A new committee for 2018 has been established and will continue to build upon these efforts.

Corporate Security employee engagement scores

The Corporate Security employee satisfaction index is sitting at a high score of 150.4, well above The City's overall score.



Through its focus on employee engagement, Corporate Security recruits and retains a robust and high-performing workforce. This helps to create stability within, and reduce turnover among, staff. It also reduces risk by retaining the expertise and knowledge of team members over a longer period.

2017 Corporate Security highlights

Managing the rekeying of 10,000 Calgary Housing Company (CHC) locks a unique collaboration

Managing the rekeying of more than 10,000 locks for CHC properties in 2017 serves as a tremendous example of collaboration across The City. The rekeying was made necessary when information and equipment to make keys was stolen along with the van of one of CHC's contractors.

To address this situation, Corporate Security managed the rekeying of 10,707 residential locks at 6,668 homes within 30 days. An additional 1,663 non-residential units (mechanical rooms, resource rooms, offices, garages, commercial spaces, etc.) were rekeyed in another 28 days. As a result of CHC, Corporate Security and other business units' quick response to an urgent situation, there were no reported safety or security incidents linked to the stolen equipment.



Corporate Security brings City security standards to Calgary's new central library

Calgary's new central library opened in November. Corporate Security provided a designated security resource to the Calgary Public Library throughout the construction of the library to ensure that once open, the library would be as safe and secure as possible. Corporate Security was involved in various security measures ranging from reviewing access control and video management systems installed in the new library to working with the library's Occupational Health & Safety team to develop building evacuation plans and associated training.

Corporate Security also worked with other civic partners (including Arts Commons, the Calgary Convention Centre and the Calgary Parking Authority) on various projects intended to make life better every day for Calgarians.

Corporate Security continues to be an industry leader

The City of Calgary's Corporate Security business unit continues to be a leader in the security industry. Corporate Security has been contacted by other municipalities across Canada for information to develop their security programs. The business unit continues to seek out and develop innovative and new paradigms for delivering security services.

Corporate Security Service Line Corporate Security's service is to protect The City's employees, the Mayor and Members of Council, citizens and visitors, and information and assets, and assist in the provision of public safety. Corporate Security has two functional subservices, cyber security and physical security. Corporate Security's main areas of focus include risk analysis and threat assessments, security plan development and implementation, protection of information, security operations, education and training for employees on security-related issues, policies and procedures, and internal investigations from allegations of policy breaches, fraud and criminal activity.

Who are our customers

City staff, the Mayor and Members of Council, the citizens of Calgary and visitors

Lead: Corporate Security **Key Partners:** Information Technology, Facility Management, Law, City Clerks, City business units, the Administrative Leadership Team, the Senior Management Team, the Mayor and Members of Council

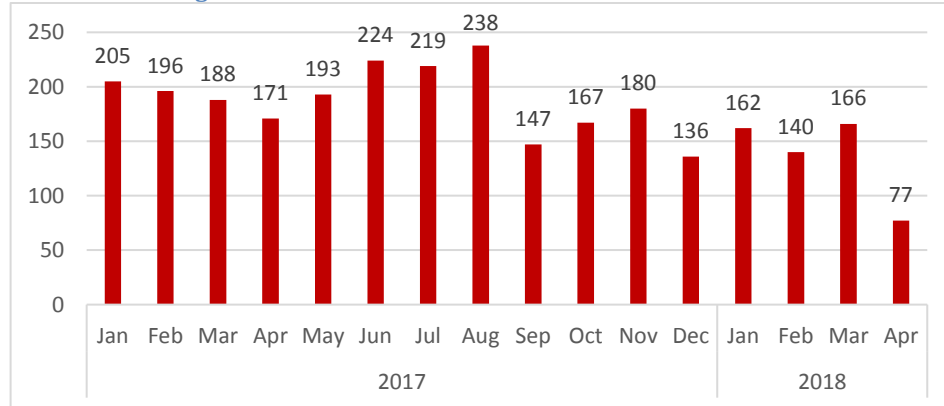
Headline performance measures

1. (a) Number of incidents; (b) Reported total losses to public assets due to criminal activity
2. Cyber threats blocked.

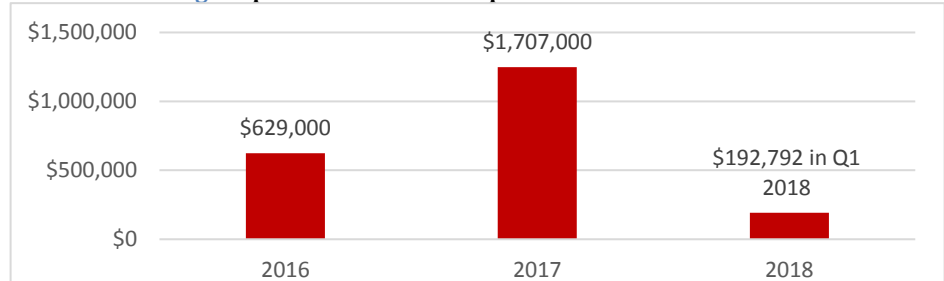
Data development list

1. Increase in reporting of losses to public assets due to educational efforts and improved corporate wide incident and loss data (physical and cyber losses)
2. Improved blocking of malicious web sites (URL), attachments and text messages.

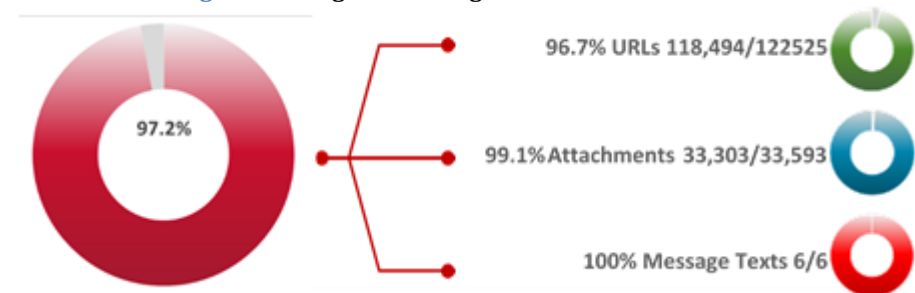
How are we doing? Number of incidents



How are we doing? Reported total losses to public assets



How are we doing? Percentages of messages blocked in 2017



These numbers may be inflated as some messages can contain multiple threat types (e.g., both malicious web addresses (URLs) and a malicious attachment). As a result, some messages may be counted more than once.

Story behind the baseline and emerging risks

1) Corporate Security's Investigation Section is responsible for investigating alleged employee policy breaches and Criminal Code acts against City assets and property. Corporate Security works in conjunction with the Calgary Police Service regarding the latter. In 2017, 2,264 incidents occurred and in the first quarter of 2018, 545 have occurred. More losses due to crime have been reported in recent years due to Corporate Security's heightened efforts to educate business units about the importance of security awareness and reporting losses. It is anticipated that these numbers will continue to grow as employees increasingly report losses resulting in Corporate Security having more accurate data.

In 2017, reported losses net of recoveries was \$1,707,000 representing over a 100% increase in reported losses compared to the \$629,000 reported in 2016.

2) Over the last 12 months, 153,536 malicious messages entered The City of Calgary's email system. Security controls blocked 149,308 (97%) of these. This resulted in 4,228 malicious messages being delivered to intended recipients. It is anticipated that the level of risk associated with cyber threats will remain high given that The City continues to increase its information technology infrastructure and assets and given that the type and number of malicious attacks continues to evolve.

What we propose to do

The organization of Corporate Security's physical and information security services will continue to be refined to better address the deliverables provided to clients through a strategic and risk management approach. Corporate Security will also further examine its cost recovery model while continuing to enhance business value in the security projects it provides. Corporate Security's physical security subservice will continue to develop emergency response plans and procedures, identify and mitigate threats through risk assessments, gather intelligence, and create awareness and education programs to help prepare and respond to physical threats through security measures. Corporate Security is also looking at industry standards for best practices regarding internal controls to address theft and fraud and is comparing those with The City's internal processes.

Corporate Security's information security subservice will continue to focus on mitigating the increasing ransomware threat to City data through improved management of privileged accounts, ensuring that the connection of devices are compliant to The City's security standards and continually monitoring The City's network for threats. It will continue to respond to incidents, support the Freedom of Information and Protection of Privacy office, review legal research, and provide education and awareness for City staff.

Law and Legislative Services Report to
Priorities and Finance Committee
2018 December 04

ISC: UNRESTRICTED
PFC2018-1376

Transparency Practices – Reporting and Closed Meetings

EXECUTIVE SUMMARY

This report presents recommendations and considerations related to establishing practices for closed meetings and reporting which increase transparency of Council and Council Committee meetings.

ADMINISTRATION RECOMMENDATIONS:

That the Priorities and Finance Committee recommends to Council that:

1. Direct Administration to implement the following closed meeting practices:
 - a. Commencing immediately, closed meeting reports are to be presented in the agenda with an enhanced description of the item to be discussed, without revealing the confidential information;
 - b. That starting January 1, 2019, all closed meeting reports include a review-by or release-by date within the recommendations;
 - c. That any written closed meeting report, provide a supporting public report (where possible);
2. Direct Administration to investigate establishing a process for delegating the authority to approve land transactions, up to a certain threshold value, to the SPC on Utilities and Corporate Services.

RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, DATED 2018 DECEMBER 04:

That Council:

1. Direct Administration to implement the following closed meeting practices:
 - a. Commencing immediately, closed meeting reports are to be presented in the agenda with an enhanced description of the item to be discussed, without revealing the confidential information;
 - b. That starting January 1, 2019, all closed meeting reports include a review-by or release-by date within the recommendations;
 - c. That any written closed meeting report, provide a supporting public report (where possible);
 - d. **At the beginning of the Closed Meeting, Administration and The Chair clearly define the purpose and context of the closed meeting item, participants required and the outcome and decision being sought.**
2. Direct Administration to investigate establishing a process for delegating the authority to

Transparency Practices - Reporting and Closed Meetings

approve land transactions, up to a certain threshold value, through the process of Council Procedure Bylaw review to the January 14, 2019 Combined Meeting of Council;

3. Direct Administration to investigate an amendment to the Procedure Bylaw 35M2017, as amended, for the Closed Meeting Section as follows:
 - a. To allow a member to challenge the motion to hold the Closed Meeting on an item and allow for debate.
 - b. A public release process that allows a Council member to challenge during the closed session the requirement of the discussion to be confidential.
 - c. A process for Council members to invite personal advisors to a Closed Meeting contingent on Council approval and with prior notification.
4. Direct Administration to develop and define Closed Meeting roles and responsibilities of:
 - a. Administration and the City Clerk; and
 - b. The Chair and other participants.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2011 October 3 Council approved the Transparency and Accountability Policy CC039. This policy defines the manner in which City Council and The City of Calgary will ensure that it is transparent and accountable to the public for its actions.

At the Combined Meeting of Council on 2018 April 05, Council approved the resolution in Notice of Motion C2018-0405 "Ensuring Efficiency, Transparency and the Appropriate use of Closed Meetings for Council Business." (Attachment 1).

On 2018 October 15 Council referred to Administration the Notice of Motion C2018-1218 "Reforming Council's Closed-Door Meetings" to be incorporated into the work for the C2018-0405 Notice of Motion (Attachment 2).

BACKGROUND

As stated in the Transparency and Accountability Policy CC039 (Attachment 3), transparency, accountability and openness are essential elements of good government. Information is to be accessible in accordance with legislative requirements as set out in the *Municipal Government Act (MGA)* and the *Freedom of Information and Protection of Privacy Act (FOIP)*. Access to information is important to ensure that governments are open and transparent.

**Law and Legislative Services Report to
Priorities and Finance Committee**
2018 December 04

**ISC: UNRESTRICTED
PFC2018-1376**

Transparency Practices - Reporting and Closed Meetings

Legislation

Section 197 of the *MGA* and recent amendments, provide that Council and Council Committees must conduct their meetings in public unless the matter to be discussed falls within one of the exceptions to disclosure outlined in the *FOIP Act* or Regulations made pursuant to the *MGA* (although no such regulation has been enacted). Councils and Council Committees may close all or part of their meeting to the public if a matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of the *FOIP Act* (subsection 197(2)).

The *FOIP Act* sets out exceptions to disclosure, and provides that some FOIP exceptions to disclosure cease to apply after a prescribed period of time. Examples of some of the exceptions to disclosure include:

- Disclosure harmful to personal privacy (personnel)
- Disclosure harmful to intergovernmental relations
- Advice from officials
- Disclosure harmful to economic and other interests of a public body
- Privileged information (legal advice)
- Disclosure harmful to business interest of a third party

Thus, Council may go into a closed meeting to consider a report that includes or addresses one of the above exceptions to disclosure set out in *FOIP*.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

In responding to both C2018-0405 and C2018-1218, this section is presented as follows:

1. City of Calgary Current State – a tally of closed meetings from May 2017-May 2018
2. Municipal Scan – a summary of notable practices from five Canadian municipalities
3. Considerations on the following practices:
 - a. Enhanced descriptions of closed meeting items
 - b. Release-by or review-by dates
 - c. Including a public component of each report
 - d. Delegation of authority to approve land transactions to the SPC – Utilities and Corporate Services
 - e. Electronic voting for roll call
 - f. Councillor representation
 - g. Meeting investigation
 - h. Recording of closed meetings

Transparency Practices - Reporting and Closed Meetings

1. City of Calgary Current State

From 2017 May 01 to 2018 May 31, a total of 306 items were discussed in closed meetings in Council and Council Committee meetings. Of these items, 189 were discussed at Council meetings, and 117 were discussed at Council Committee meetings. Some of the same items were discussed at both Committee and at Council.

In total, 99 items (representing 32%) were categorized as land transactions, 36 (12%) were related to personnel matters, 36 (12%) were related to member appointments to Boards, Committees, and Commissions (BCCs), 29 (9%) were categorized as intergovernmental, 29 (9%) were related to audits, 20 (7%) were industry updates from Gas Power and Telecommunications, 18 (6%) were identified as Legal or Legal briefing, and the remaining 25 (8%) covered items on facilities, naming, the Olympic and Paralympic Winter Games bid project, and cannabis. Of the 306 items, 55 of those were identified as verbal reports or verbal updates. The purposes of the closed meetings are consistent with recent changes to the MGA.

In Regular Meetings of Council, the time spent in closed meetings was approximately 17 hours and 41 minutes over 8 meetings. The total time spent in these eight meetings on all items was approximately 102 hours and 26 minutes. Of all the meetings tallied, 14% of time was spent in closed meetings.

The breakdown of all meetings, items discussed and time spent in closed meetings is included in Attachment 4 – City of Calgary Current State.

2. Municipal Scan

A municipal scan of governance practices of other Canadian municipalities was completed, and is included as Attachment 5. The scan includes practices from Edmonton, Vancouver, Winnipeg, London and Ottawa.

As not all municipalities scanned have tallies of their closed meetings, and governance practices vary, a direct comparison to Calgary's practices was not possible. However, Vancouver reported 122 in-camera items in 2017, Ottawa reported 6 in-camera items over a one-year span in 2016-2017, and Winnipeg usually has 4-10 in-camera items per year. Ottawa and Winnipeg have seen a significant reduction in items discussed in closed meetings. Administration attributed the drop to a "culture shift" within the organizations, particularly in the approach taken by their respective Councils, rather than legislative requirements. Some municipalities have delegated decision making authority to their committees.

Notable practices of reviewed municipalities:

- prior approval of items to be held in closed meetings by Administration;
- all discussions and appointments to agencies, boards and commissions are done in public meeting (applicants sign a waiver agreeing to their name being put forward in public);

Transparency Practices - Reporting and Closed Meetings

- requirement of a “release-by date” or a “review-by date” on every item discussed in closed meetings;
- released documents are published on a separate “Information from In-Camera Meetings” website;
- detailed description of confidential item (e.g., personnel matter = labour relations with CUPE, ratification of a tentative agreement);
- requiring a public component of every confidential item;
- detailed written recording of the discussion; and
- the legislative ability to investigate closed meetings.

3. Considerations to alternative practices

Administration has considered these practices in comparable jurisdictions as well as the practices proposed in both Notice of Motions and proposes the following:

a. Enhanced descriptions of potential closed meeting items on the Agenda

Including a consistent item title for all matters discussed in closed meetings will increase transparency. In certain instances, the title accurately describes the item (e.g., Proposed Lease – Downtown West End – Ward 08 -701 11 St SW). However, item titles may give little to no indication of what is being discussed. A standard item title format that can be used as below. A plain language FOIP description (the exception to disclosure) should also be included. An example is as follows:

Current:

Labour Update (Verbal), C2017-1119 (FOIP 23, 24 and 25)

Proposed (example):

Collective Bargaining – CUPE Local xx. Ratification of tentative agreement. C20xx-xxxx.
FOIP – 23, 24, 25 advice

After consultation with Administration, City Clerk’s Office will provide recommended title templates for use. This does not restrict Administration’s ability to name an item to maintain confidentiality.

b. Release-By or Review-By Dates

Some of the *FOIP* exceptions to disclosure cease to apply after a prescribed period of time. Administration could recommend, and Council could set, earlier dates/triggers for which a confidential report is to be released publicly. The appropriate trigger date would depend largely on the circumstances outlined in the report, such as events, when sales are finalized, or when agreements are signed. Once those events have happened, then disclosure is no longer harmful, and the information may be released. Currently, triggers are sometimes recommended by Administration, but would need to be adopted by Council resolution.

Transparency Practices - Reporting and Closed Meetings

The recommendation from Administration is that effective January 1, 2019 all closed meeting reports will require, within the recommendation box, an automatic release-by or review-by date. On that basis, the City Clerk's Office will maintain a list of release-by or review-by confidential reports. On a quarterly basis those reports due for release or review will be forwarded to the department to confirm the release or the continuation of the report's confidentiality. The Department will have 30-days to respond to the request to either provide release-by date instructions or re-establish a review-by date. An online list of confidential items and their release-by date will be maintained by City Clerk's Office.

c. Including a public component of each report.

One mechanism to increase transparency of items that are discussed in closed meetings is to include a public component of the report. The information that is required to be kept confidential would be included as confidential attachments to the public report. Some recent reports before Council have contained both public and closed meeting confidential attachments. This practice will be maintained.

d. Delegation of authority to approve land transactions to the SPC – Utilities and Corporate Services

From the tally of closed meetings between May 2017 and May 2018, 99 items (representing 32%) were categorized as land transactions. Some of these items were discussed confidentially at both Committee and Council. To reduce the duplication of confidential discussions, a threshold for delegating the approval of land transactions to the SPC on Utilities and Corporate Services can be developed. Alternatively, these items could by-pass Committee, and go directly to Council.

e. Electronic Voting for roll call

A recommendation for instituting electronic voting at Council meetings will be forthcoming with the proposed amendments to the Procedure Bylaw (in Q1 2019). Using electronic voting would provide a written record of all votes, including voting on proceeding into a closed meeting. Electronic voting will include a public data record of how Council voted on an item.

f. Councillor Representation

The City Solicitor and General Counsel or her designate provides advice to all members of Council in closed meetings. Advice is also provided by Administration. Section 197(6) of the *MGA* states that Council may allow one or more other persons to attend a closed meeting. Council can permit a non-member to attend. Specifically, if a member of Council wishes to have an advisor attend the closed meeting, Council must approve the inclusion of the advisor prior to them attending the meeting.

Transparency Practices - Reporting and Closed Meetings

g. Meeting Investigation

Unlike in Ontario, there is no legislated process to review an Alberta municipal council's decision to go into a closed meeting. In the Alberta Ombudsman Act, the Alberta Ombudsman does not have the authority to investigate/review the conduct of Council. It does have the authority to review administrative decisions of a municipality. If the Alberta Ombudsman received this type of complaint, they would review it to determine if it is an administrative decision over which they have the jurisdiction to investigate.

h. Recording of Closed Meetings

In Ontario, to assist an investigation, closed meetings are recorded for the sole purpose of ensuring the meeting operates within the Ontario provincial legislated requirements. In Alberta, the *MGA* specifically outlines that the only decisions that can be made in a closed meeting is a decision to revert to a public meeting. There is no record of decisions, as no record or decisions can be made in a closed meeting.

Stakeholder Engagement, Research and Communication

Research was undertaken with legislative services divisions with five Canadian municipalities.

Strategic Alignment

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

Social, Environmental, Economic (External)

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

Financial Capacity

Current and Future Operating Budget:

No operating budget is required.

Current and Future Capital Budget:

No capital budget is required.

Risk Assessment

Eliminating the ability for Administration or Council to bring verbal reports into closed meetings will reduce the flexibility required for time-sensitive information or action of some items.

In reducing the number of items discussed confidentially, due care is needed to ensure that no public item discloses information of a confidential nature or from a confidential attachment.

Law and Legislative Services Report to
Priorities and Finance Committee
2018 December 04

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Transparency Practices - Reporting and Closed Meetings

There is a risk of legal, financial and reputational loss, costs, damages, and/or exposure for The City should certain matters that are appropriately discussed in closed sessions be discussed in a public forum.

REASONS FOR RECOMMENDATIONS: Implementing the recommended practices will support Council's continuing commitment to transparency and accountability.

ATTACHMENT(S)

- ATTACHMENT 1 – Notice of Motion C2018-0405
- ATTACHMENT 2 – Notice of Motion C2018-1218
- ATTACHMENT 3 – Transparency and Accountability Policy CC039
- ATTACHMENT 4 – City of Calgary Current State
- ATTACHMENT 5 – Municipal Scan of Closed Meetings
- ATTACHMENT 6 – Exceptions to Disclosure in the *FOIP* Act



NOTICE OF MOTION

RE: Ensuring Efficiency, Transparency and the Appropriate use of Closed Meetings for Council Business

Sponsoring Councillor(s): Councillor Demong

WHEREAS a well-run city is governed by a Council that is as open and transparent as possible with its decision-making processes and operates in an efficient and effective manner;

AND WHEREAS, as part of enhancing transparency, it behooves Council to make every effort to ensure that it is discussing as much information as possible in a public forum and to limit discussion in closed meetings to only those matters that the *Municipal Government Act* (MGA) allows to be discussed in closed meetings;

AND WHEREAS Council should periodically examine its meeting and decision-making processes to ensure they are as efficient and effective as possible;

AND WHEREAS Section 197 of the MGA provides that Council and Council Committees must conduct their meetings in public unless the matter to be discussed falls within one of the exceptions to disclosure outlined in the *Freedom of Information and Protection of Privacy Act* (FOIP Act) or Regulations made pursuant to the MGA;

AND WHEREAS the FOIP Act prescribes the matters that can be discussed in closed meetings, which matters include for example:

- legal advice or advice from officials; and
- matters that may be harmful to business interests of a third party, personal privacy, individual or public safety, law enforcement, intergovernmental relations, or economic and other interests of The City;

AND WHEREAS the MGA was recently amended to include the following additional requirements relating to closed meetings:

- that before closing meetings to the public, Council or a Council Committee must by resolution approve the part of the meeting to be closed and the basis for doing so under the FOIP Act;
- after the closed meeting discussions are completed, members of the public present outside the closed meeting room must be notified that the rest of the meeting is open to the public and given a reasonable amount of time to return to the meeting before it continues; and
- meeting minutes must include the names of individuals at the closed meeting and the reason for their attendance;

NOW THEREFORE BE IT RESOLVED that Administration be directed to bring forward a report to Council, through the Priorities and Finance Committee, no later than Q4 2018, which report shall include the following information:

1. The categories of matters that have been discussed in closed meetings of Council over the past year and the time spent in closed meetings of Council during that period; and
2. Information about governance practices and committee structures and strategies used by other Canadian municipalities in order to allow Administration to bring forward recommendations and strategies that:
 - help increase transparency in decision-making processes;
 - assist with ensuring Council meeting efficiency and effectiveness; and
 - assist in decreasing the amount of time Council spends in closed meetings while still ensuring that personal privacy is protected and that Council is given the opportunity to discuss matters in closed meetings appropriate for discussion in that forum.



NOTICE OF MOTION

RE: Reforming Council's Closed-Door Meetings

Sponsoring Councillor(s): Councillor Jeromy Farkas

WHEREAS Calgary City Council (Council) is a democratically elected body, and must be accountable to the citizens of Calgary;

AND WHEREAS the Municipal Government Act requires all meetings of Council to be open to the public, with limited exceptions made such as for personnel issues, legal matters, business dealings such as land sales, or proprietary information;

AND WHEREAS as reported in the media and by academic institutions, Council's use of closed-door meetings has increased exponentially over recent years;

AND WHEREAS the public is owed as a clear line-of-sight as possible into Council's decision-making process and the use of public funds;

AND WHEREAS a new dedicated boardroom was constructed to facilitate Council's in camera and strategic sessions as part of the \$2.65 million renovation and creation of the new Calgary Power Reception Hall, but to date a public tour has not been conducted;

AND WHEREAS the practice has been that closed-door meetings may be convened through a simple "voice vote" without a clear affirmative indication of intent from every Council member present, and without a clear indication of the relevant Freedom of Information and Protection of Privacy Act legislation enabling clauses;

AND WHEREAS Calgarians have no recourse or ability to challenge the appropriateness of Council's use of closed meetings, unlike jurisdictions such as the Province of Ontario that have adopted practices enabling third-party investigation of complaints regarding the appropriateness of municipal closed meetings;

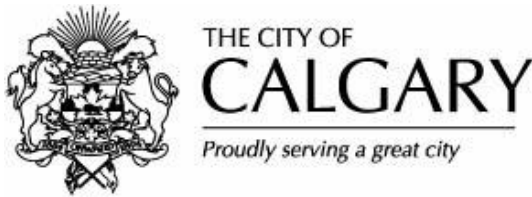
AND WHEREAS the majority of Council's confidential agenda items occur as verbal-only reports with no "paper trail";

AND WHEREAS through the adoption of C2018-0405 on April 5, 2018 Council directed administration to report on the categories of matters that have been discussed in closed meetings of Council along with information about governance best practices to assist in decreasing the amount of time Council spends in closed meetings while still ensuring that personal privacy be protected;

NOW THEREFORE BE IT RESOLVED that Council directs Administration, through its review of governance practices used by other Canadian municipalities, to also explore the viability and legality of the following potential reforms:

1. Requiring closed meetings to begin only with the roll call or recorded vote of each City Councillor being put on the record as for (or against) with a clear legal reason;
2. Requiring at least a basic paper record of every confidential Agenda item;
3. Implementing a “sunset clause” so that confidentiality must be lifted after the matter is resolved or after a certain period of time;
4. Allowing any elected Councillor to bring in assistance such as independent legal counsel, the ethics advisor, the Integrity Commissioner, or provincial oversight to a closed-door meeting;
5. Implementing an investigation process where members of the public or elected Councillors can challenge whether a closed-door meeting was properly convened; and
6. Recording audio and visual of closed-door meetings so that they can be later reviewed if necessary.

AND FURTHER BE IT RESOLVED that Council directs Administration to conduct a yearly public tour of Council’s in camera meeting spaces such as the Council Board Room and Council Lounge; to begin no later than Q4 2019.



COUNCIL POLICY

Policy Title: Transparency and Accountability Policy

Policy Number: CC039

Report Number: LGT2011-09

Approved by: Council

Effective Date: 2011 October 3

Business Unit: City Clerk's Office

BACKGROUND

The City of Calgary is committed to conducting business in an open and transparent manner and creating a culture wherein Council and City of Calgary employees are aware of and understand the principles of transparency and accountability articulated through this policy, and will support and contribute to the spirit and intent of the policy. This policy reflects Council and The City's ongoing effort to support open, transparent and accountable local government.

This policy is also aligned with and supports the governance system targets regarding access in imagineCALGARY: "Target 1 by 2016, 80 per cent of Calgarians report that they feel government activity is open, honest, inclusive and responsive."

PURPOSE

- To provide policies and overarching guidance for The City's activities, programs and services as outlined herein and augment existing City of Calgary policies, procedures and practices; and
- Define the manner in which City Council and The City of Calgary will ensure that it is transparent and accountable to the public for its actions.

APPLICABILITY

- This policy applies to City Council, and all City of Calgary employees.

SCOPE

- The principles of transparency and accountability apply to the political process and decision-making, to the administrative management of The City of Calgary and in The City's interactions with the citizens of Calgary.

Definitions

For the purposes of this policy, The City of Calgary adopts the following definitions:

Transparency:

The principle that The City of Calgary ensures the decision-making process is open and clear and actively encourages and fosters public participation in its decision-making processes to enhance public trust.

Accountability:

The principle that The City of Calgary ensures access to clear and understandable information and is responsible to the public for decisions and actions.

POLICY

The City of Calgary acknowledges its responsibility to operate in a transparent and accountable manner and shall provide good governance by committing to the following:

- Ensuring transparency and accountability of municipal operations and decision making;
- Taking responsibility for decisions and actions;
- Encouraging public access and participation to ensure that decision making is responsive to the needs of citizens and receptive to their opinions;
- Responding to the needs and opinions of citizens;
- Delivering high quality services to citizens; and
- Ensuring responsible/appropriate/prudent stewardship and efficient use of public resources.

Transparency and Accountability and Openness

Transparency, accountability, and openness are essential elements of good government that enhance public trust. They are achieved through adopting policies and establishing processes that are open and accountable, which will guide The City of Calgary throughout the course of carrying out its duties and responsibilities.

The City of Calgary will promote and enable transparent, accountable and open municipal government guided by the following.

The City of Calgary shall:

- Conduct its business openly, honestly, and with integrity.
- Ensure decision-making is open, clear, transparent and accountable.
- Ensure the business of Council is open and easily available to the public through a variety of media.
- Make information accessible so that it is consistent with legislative requirements under the *Municipal Government Act* and the *Freedom of Information and Protection of Privacy Act*.
- Use transparency and accountability mechanisms, including public engagement that helps to ensure that Council decisions reflect citizen needs and priorities.
- Encourage and enable a culture of proactive disclosure throughout the corporation. Make use of best practices and routinely release Council records and non-confidential information to the public, while also protecting privacy.
- Manage financial resources and all City assets in an efficient and effective manner.

- Foster a safe environment that allows all stakeholders of this policy to participate freely, without fear of reprisal or retribution, supported through the Whistleblower Policy and program.

Transparency and Accountability Mechanisms and Practices

Transparency is the foundation of accountability. The City of Calgary ensures transparency and accountability by way of various policies, procedures and practices that have been divided into the following categories:

Financial Accountability, Oversight and Reporting

An ongoing commitment to accountability and transparency in financial management is one of The City of Calgary's most strongly held values. Top quality financial reporting is essential if The City is to be fully accountable to citizens and other parties with an interest in government finances. The City will ensure sound financial oversight, governance of financial assets, and demonstrate effective stewardship of public funds through the following practices:

- Comprehensive annual financial statements
- Implementing, reviewing and maintaining a suite of Council Policies that ensure sound financial governance and accountability
- Implementing, reviewing and maintaining a suite of financial Administration Policies that ensure sound financial governance and accountability
- Quarterly and annual reports to Council and citizens on department business plans and budgets
- The annual report to Calgarians

Reporting of Council Expenses

City Council is committed to transparency and accountability by reporting Ward expenses related to salaries of assistants, communications, business expenses, travel, courses and seminars.

- In accordance with Council direction, the Office of the Aldermen shall post updated Ward Expense Reports on a quarterly basis on The City's website.
- Publishing the Mayor's Office expenses on a quarterly basis on The City's website.

Performance Measurement and Reporting

The City of Calgary is accountable to citizens and enhances transparency throughout the corporation by implementing various results-orientated tools to measure progress on the achievement of performance measures, service standards, goals and Council's priorities. The City of Calgary is dedicated to producing performance information that measures how The City is doing in all areas over which it has responsibility, from financial reporting to service delivery, including:

- Quarterly and annual reports to Council and citizens on department business plans and budgets;
- Use of benchmarking, performance measures and best practices information to improve service effectiveness and efficiency and communicate to citizens the cost and value of services they receive for their tax dollars;
- Developing strategies and processes to measure and report on the Corporation's response to service requests from citizens through the 3-1-1 Customer Service Request (CSR) system; and
- Providing The City's annual report to Calgarians.

Open Government: Committee and Council Meetings

The City of Calgary is accountable and transparent to taxpayers by providing governance in an open manner. The following are policies, procedures and practices that reflect The City of Calgary's ongoing effort to improve the ease-of-access and transparency of the legislative process to ensure citizens are aware of how decisions are made and carried out:

- The conduct of Council and Committee meetings shall be governed by The City of Calgary Procedure Bylaw 35M2017 - which complies with the relevant provisions of the *Municipal Government Act*.
- The Procedure Bylaw 35M2017 ensures that all meetings are open to the public, as required under the *Municipal Government Act* Section 197 (1) except where it is appropriate and permitted to consider a matter in a closed meeting as per subsection (2) or (2.1).
- Under 197, subsection 2 of the *Municipal Government Act*, Councils and Council Committees may close all or part of their meetings to the public if a matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of the *Freedom of Information and Protection of Privacy Act*.
- A municipal planning commission, subdivision authority, development authority or subdivision and development appeal board established under Part 17 may deliberate and make its decisions in meetings closed to the public under 197 subsection 2.1 of the *Municipal Government Act*.
- Citizens shall be provided with a range of opportunities to participate in Committee meetings and Council Public Hearings.
- In accordance with Council's "Recordings of Legislative Meetings Policy," video recordings of Regular Council and Standing Policy Committee meetings shall be made available to the public on the Internet for a period of three (3) years from the date of the meeting.

Access to Council Records and Decisions

One of City Council's priorities is to make it easier for citizens to get the information they need. The following policies and practices will enhance citizens' access to Council records and decisions.

- All Council, Standing Policy Committee, and Special Committee agendas shall be posted online on The City of Calgary's website for the public to access once published and are available for citizens to access at any time by searching the Council record.
- All reports and other documents considered by Council and Committee shall be made available to the public at the meeting at which they are being considered, except where a report or document is held confidential under the FOIP Act.
- All reports and other documents not falling into the confidential category under the FOIP Act shall be released to the public.
- All Committee and Council minutes shall be made available to the public once confirmed by Council, except any specific portions that are held confidential under the FOIP Act.
- Agenda cover pages for in-camera meetings shall be made public containing as much information as possible on the items for discussion without revealing confidential or personal information.

- All Policies adopted by Council shall be posted in the Council Policy Library on The City of Calgary's website and be made available to the public.

Public Engagement

The City of Calgary recognizes the value that citizens contribute to planning, delivering and evaluating City programs and services. The City of Calgary will engage the public throughout its decision making process. This process will be open, visible and transparent, while balancing the need for the decision making process to be efficient and effective by adhering to the following:

- Wherever possible, The City shall engage citizens and provide opportunities for citizens to participate in and provide feedback on City programs and services and clarify their priorities about how tax dollars should be spent.

Responsibilities

City Council and City employees are responsible for:

- Building public trust and adhering to the parameters of this policy and for ensuring accountability for their actions and transparency of municipal operations.
- Promoting and maintaining a culture of transparency and accountability at The City of Calgary.

PROCEDURE

Successful implementation requires the commitment of City Council and the leadership of The City Manager and senior management to ensure the policies and practices are adhered to throughout the corporation and in all interactions with the citizens of Calgary.

Alignment with City of Calgary Policies, Priorities and Plans

- imagineCALGARY
- Council's Fiscal Plan for Calgary 2012-2014
- Code of Conduct for City Employees
- Whistle Blower Policy
- Access Impact Assessment Policy
- Privacy Impact Assessment Policy
- Integrated Risk Management Policy
- Suite of Council Policies that ensure sound financial governance and accountability
- Suite of Financial Administration Policies that ensure sound financial governance and accountability

AMENDMENTS

Date of Council Decision	Report / Bylaw	Description
2017 July 31	PFC2017-0433 Bylaw 35M2017	Bylaw 44M2006 is repealed and replaced with Procedure Bylaw 35M2017.

City of Calgary Current State

May 2017 - May 2018								Categories											
	Type of Meeting	Dates of Meetings	Total # of meetings	Total # of items	Total # of Closed Meeting Items	~Time in Meeting Hrs.Mins	~Time in Closed Meetings Hrs.Mins	Land	Personnel	Intergovernmental	Legal/Legal Briefing	BCCs Appointment	Facilities	Naming	Audit	Industry Updates	Other		
Council	Regular Meetings of Council	2017 May 29 - 2018 May 28	8	282	82	102.26	17.41	37	11	5	7	13	4	1			4		
	Combined Meetings of Council	2017 May 08 - 2018 April 05	8	435	49	136.47	7.47	15	9	1	5	6	2	3	1		7		
	Regular Public Hearing	2017 Jul 03 - 2018 May 07	7	295	10	85.55	3.48	1	4		3		2						
	Strategic Council Meeting	2017 May 15 - 2018 May 16	9	59	31	63.13	16.21	2	9	3	2	4	1				10		
	Organizational Meeting 2017	2017 Oct 30	1	11	7	8.00	7.06		1			6							
	*Organizational Meeting 2018	2018 Oct 22	1	20	10	6.48	5.56				1	7					2		
Committees	SPC on Community and Protective Services	2017 May 03 - 2018 May 02	12	44	1	34.25	0.03		1										
	SPC on Planning and Urban Development	2017 May 10 - 2018 April 30	11	44	0	30.37	0												
	SPC on Transportation and Transit	2017 May 17 - 2018 May 03	9	36	1	21.46	0.18										1		
	SPC on Utilities and Corporate Services	2017 May 24 - 2018 May 09	11	55.00	44	18.12	4.40	44											
	Audit Committee	2017 June 22 - 2018 April 17	7	82	29	17.56	5.05		1						28				
	Gas, Power & Telecommunications Committee	2017 May 11 - 2018 May 18	10	36	20	7.18	5.29									20			
	Intergovernmental Affairs Committee	2017 May 4 - 2018 May 17	10	81.00	22	19.10	8.10			20							2		
		TOTAL ITEMS	104	1480.00	306	549.93	76.07	99	36	29	18	36	9	4	29	20	26		
								32%	12%	9%	6%	12%	3%	1%	9%	7%	8%		

Comments

- The time presented in the above table is a year of meetings, between May 2017 and May 2018.
- *The 2018 Organizational Meeting was tallied for comparison to the 2017 Organizational Meeting
- A detailed spreadsheet exists which includes the name of each item in closed meetings, and the referenced FOIP statements.
- Many of the Land items were proposed expropriation for the Green Line
- While many of the closed meeting items have more detailed titles that appear in the minutes, Personnel and Legal Briefings mostly remain as stated (e.g., Personnel Matter, Personnel Matter #2, Legal Briefing, Legal Briefing #2).
- Of the items presented above, 55 of those were verbal reports or verbal updates.

Municipal Scan of Closed Meetings

Introduction

This document summarizes findings from an external scan of select Canadian municipalities of notable practices for increasing transparency of discussions and decisions of city councils. From this scan, one can identify two main ways to increase transparency of Council. The first is to reduce the number of items discussed in closed meetings. The second is to be more transparent about why the items need to be discussed in closed meetings. It should be noted that most of the municipalities included tend to have one or two leading practices.

Closed Meetings in Other Municipalities

This section summarizes the notable practices from other jurisdictions in Canada.

1. The City of Vancouver – Review-by Dates & Public Access to Reports

The City of Vancouver requires a “review decision release dates” and a “review report release date” for any confidential item. On a quarterly basis, when the report becomes eligible for release review, the items are compiled and sent to either the report author or the General Manager for their approval to either:

- a) release the items in full;
- b) partially release the items;
- c) bring forward for review at a different date (e.g., if the item is still under negotiations or not completed)

The City Clerk reviews the report to be released, and the City Manager provides final sign-off on releasing the items publicly. The released reports are then published on a specific website “Information from In-camera Meetings” (which is a separate website from meeting agendas and minutes). To date in 2018, twelve decisions from closed meetings have been released on the website. In 2017 41 decisions/reports were released.

2. The City of Winnipeg – In-Camera Bylaw

The City of Winnipeg has an in-camera bylaw, which permits Council Meetings to only conduct closed meetings for one purpose: “Council may meet in camera to consider internal performance reviews of the City Auditor.” Aside from Council meetings, typically, only two committees meet in camera – the Executive Policy Committee and the Property Committee. These two committees meet in camera 2-5 times per year. As noted by a Manager in the City Clerk’s Department, the Property Committee’s significant drop in items discussed in-camera was based on the interpretation of the in-camera bylaw. At one point section 3(b) of the in-camera bylaw was interpreted as applying to all real estate matters (e.g., leases, sales, acquisitions). Subsequent interpretations were limited to only acquisitions of property. This manager indicated that the change was politically driven.

3. Ontario – Meeting Investigations

Municipalities in Ontario are governed by the *Municipal Act, 2001*. The *Municipal Act* specifically provided for the creation of the meeting investigator role. Under Section 239.1 of the Act, any

person is able to “request that an investigation of whether a municipality or local board has complied with” either the statutory requirements for closed meetings or a procedure bylaw. Section 239.2 of the Act authorizes a municipality to appoint an independent investigator to consider complaints with respect to non-compliance with open meeting requirements. In the event that a municipality does not appoint their own investigator, the Ontario Provincial Ombudsman would be the authority who would undertake a closed meeting investigation. The Ombudsman publishes the results of all meeting investigations on the Ombudsman Ontario website.

3.1 The City of Ottawa – Agenda Review Meetings & Appointments to Agencies, Boards and Commissions

The City Clerk in The City of Ottawa (Ottawa) holds scheduled Agenda Review meetings with a group of senior managers from various departments. A main function of these review meetings is to ensure only those that are “truly required to” proceed to in-camera meetings. The City Clerk has identified that this buy-in from administration has resulted in a decrease in the number of confidential reports. Ottawa also provides a robust description of the item to be discussed in camera, and a reporting out date. An example of one agenda item is as follows: Collective Bargaining – CUPE Local 503 Inside/Outside – Ratification of Tentative Agreement – In Camera – Reporting Out Date: The day following the execution of a collective agreement with CUPE 503.

Also, in Ottawa, reports on appointments to agencies, boards and commissions include the names of the recommended appointees and the recommended term of office. No other personal information is circulated in these reports to Committee and Council. In practice, applicants sign a waiver indicating their names can be put forward in public.

These reduction in items discussed in closed meetings, and practices around releasing information afterwards was identified by the Clerk as a result in a culture shift. Ottawa’s default is now “Everything’s Open” and closed items are the exception.

3.2 The City of London – Audio Recording

In the City of London, all Municipal Council and Standing Committee in Closed Session meetings are audio recorded by the City Clerk, for the sole purpose of having an audio recording to assist with any closed meeting investigation. The City Clerk is authorized to release an audio recording of a closed meeting only to the Closed Meeting Investigator (where they are relevant to an investigation and do not breach solicitor-client, or other, privilege).

4. The City of Edmonton – Public Reports & Release or review-by dates

In practice, The City of Edmonton (Edmonton) requests public reports for all items (i.e., a public component to each item). In these instances, anything that is confidential is included in attachments.

Also in Edmonton, the FOIP delegate reviews every report that Administration submits as private. It is reviewed to ensure: i) it meets the criteria for being discussed in a closed meeting, and ii) to help identify a review or release trigger strategy that can be proactively included in the report. They are encouraging report writers to think of FOIP as another business partner (e.g., like Finance or Communications) who should be consulted early in the report writing process.

SUMMARY

These key learnings have informed the recommendations in this report:

- prior approval of items to be held in closed meetings by Administration;
- a specific in-camera bylaw that restricts Council's ability to hold closed meetings;
- all discussions and appointments to agencies, boards and commissions are done in public meeting (applicants sign a waiver agreeing to their name being put forward in public);
- requirement of a "release date" or a "review-by date" on every item discussed in closed meetings;
- released documents are published on a separate "Information from In-Camera Meetings" website;
- detailed description of confidential item (e.g., personnel matter = labour relations with CUPE local 38);
- requiring a public component of every confidential item;
- detailed record of discussion in closed meetings.

Exceptions to Disclosure in the *FOIP* Act

1) Exceptions to Disclosure in *FOIP*

This is an excerpt from Part 1 Division 2 of the *FOIP* Act which sets out the exemptions to disclosure. The exceptions included below represent those cited most often in the minutes from Council and Council Committee meetings from May 2017 to May 2018. For the full list of the Exceptions to Disclosure, please see Part 1 Division 2 of the *FOIP* Act. Where outlined, the timelines when *FOIP* no longer applies if the record has been in existence for a prescribed period of time is also included below.

Disclosure harmful to business interests of a third party

16(1) The head of a public body must refuse to disclose to an applicant information

- (a) that would reveal
 - (i) trade secrets of a third part, or
 - (ii) commercial, financial, labour relations, scientific or technical information of a thirs part,
- (b) that is supplied, explicitly or implicitly, in confidence, and
- (c) the disclosure of which could reasonably be expected to
 - (i) harm significantly the competitive position or interfere significantly with the negotiating position of the third part,
 - (ii) result in similar information no longer being supplied to the public body when it is in the public interest that similar information continue to be supplied,
 - (iii) result in undue financial loss or gain to any person or organization, or
 - (iv) reveal information supplied to, or the report of, an arbitrator, mediator, labour relations officer or other person or body appointed to resolve or inquire into an labour relations dispute

Disclosure harmful to personal privacy

17(1) The head of a public body must refuse to disclose personal information to an applicant if the disclosure would be an unreasonable invasion of a third party's personal privacy.

(2) A disclosure of personal information is not an unreasonable invasion of a third party's personal privacy if

- (a) the third party has, in the prescribed manner, consented to or requested the disclosure.
- (i) the personal information is about an individual who has been dead for 25 years or more

Confidential evaluations

19(1) The head of a public body may refuse to disclose to an applicant personal information that is evaluative or opinion material compiled for the purpose of determining the applicant's suitability, eligibility or qualifications for employment or for the awarding of contracts or other benefits by a public body when the information is provided, explicitly or implicitly in confidence.

Disclosure harmful to intergovernmental relations

21(1) The head of a public body may refuse to disclose information to an applicant if the disclosure could reasonably be expected

- (a) harm relations between the Government or its agencies and any of the following or their agencies:
 - (i) the Government of Canada or a province or territory of Canada,
 - (ii) a local government body

21(4) This section does not apply to information that has been in existence in a record for 15 years or more.

1994 cF-18.5 s20; 1995 c17 s9; 1999 c23 s13

Local public body confidences

23(1) The head of a local public body may refuse to disclose information to an applicant if the disclosure could reasonably be expected to reveal

- (a) a draft of a resolution, bylaw or other legal instrument by which the local public body acts, or
- (b) the substance of deliberations of a meeting of its elected officials or its governing body or a committee of its governing body, if an Act or a regulation under this Act authorizes the holding of that meeting in the absence of the public.

23(2) Subsection (1) does not apply if

- (b) the information referred to in that subsection is in a record that has been in existence for 15 years or more.

1994 cF-18.5 s22

Advice from officials

24(1) The head of a public body may refuse to disclose information to an applicant if the disclosure could reasonably be expected to reveal

- (a) advice, proposals, recommendations, analysis or policy options developed by or for a public body or a member of the Executive Council
- (b) consultations or deliberations involving
 - (i) officers or employees of a public body,
 - (ii) a member of the Executive Council, or

[Type here]

- (iii) the staff of a member of the Executive Council
- (c) positions, plans, procedures, criteria or instructions developed for the purpose of contractual or other negotiations by or on behalf of the Government of Alberta or a public body, or considerations that related to those negotiations
- (d) plans relating to the management of personnel or the administration of a public body that have not yet been implemented,
- (g) information, including the proposed plans, policies or projects of a public body, the disclosure of which could reasonable be expected to result in disclosure or a pending policy or budgetary decision
- (h) the contents of a formal research or audit report that in the opinion of the head of the public body is incomplete unless no progress has been made on the report for at least 3 years.

24(2) This section does not apply to information that

- (a) has been in existence for 15 years or more

24(2.2) Section (2.1) does not apply to a record or information described in that subsection

- (a) if 15 years or more has elapsed since the audit to which the record or information related was completed, or
- (b) if the audit to which the record or information relates was discontinued or if no progress has been made on the audit for 15 years or more.

Disclosure harmful to economic and other interests of a public body

25(1) The head of a public body may refuse to disclose information to an applicant if the disclosure could reasonable be expected to harm the economic interest of a public body or the Government of Alberta or the ability of the Government to manage the economy, including the following information:

- (b) financial, commercial, scientific, technical or other information in which a public body or the Government of Alberta has a proprietary interest or a right of use and that has, or is reasonably likely to have, monetary value;
- (c) information the disclosure of which could reasonably be expected to
 - (i) result in financial loss to,
 - (ii) prejudice the competitive position of, or
 - (iii) interfere with contractual or other negotiations of, the Government of Alberta or a public body;

Testing procedures, tests and audits

26 The head of a public body may refuse to disclose to an applicant information relating to

- (a) testing or auditing procedures or techniques,
 - (b) details of specific tests to be given or audits to be conducted or
 - (c) standardized tests used by a public body, including intelligence tests,
- if disclosure could reasonably be expected to prejudice the use or results of particular tests or audits.

Privileged information

27(1) The head of a public body may refuse to disclose to an applicant

- (a) information that is subject to any type of legal privilege, including solicitor-client privilege or parliamentary privilege.

**Chief Financial Officer's Report to
Priorities and Finance Committee
2018 December 04**

**ISC: UNRESTRICTED
PFC2018-1162**

Council Pension Plans – Report back

EXECUTIVE SUMMARY

This report is in response to NOTICE OF MOTION C2018-0935. As directed, Human Resources met with available Members of Council and this report summarizes their comments.

ADMINISTRATION RECOMMENDATION:

1. That the Priorities and Finance Committee receive this report for information.
2. The Priorities and Finance Committee recommends that Council receive this report for information.

**RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, DATED 2018
DECEMBER 04:**

That Council receive Report PFC2018-1162 for information.

PREVIOUS COUNCIL DIRECTION / POLICY

As per NOTICE OF MOTION C2018-0935, Human Resources met with each available member of Council to gather their observations, experiences and suggestions relating to the Council pension plans, including pension governance (Attachment #1). Human Resources' role was to facilitate data gathering by recording Member of Council comments. An interview guide was developed to ensure consistency in data gathering and Members of Council were advised that their individual comments would be kept confidential and only aggregated data would be included in the report. (Attachment #2)

In an effort to create a base level of understanding, Human Resources also held two "Pension 101" sessions for Members of Council in advance of the individual interviews. Four Councillors were able to attend. (Attachment #3)

Human Resources was directed to recommend whether Council suggestions and comments fall within the mandate and terms of reference of the Pension Governance Committee (PGC), the mandate of the Council Compensation Review Committee and/or the mandate of other committees of Council, or Administration.

Administration is reporting back to the Priorities and Finance Committee and Council for a review of findings and recommendations, as directed, by December 31, 2018.

BACKGROUND

As per the Notice of Motion:

Council members are eligible to participate in the Elected Official Pension Plan (EOPP) and, subject to their annual salary, the Supplementary Pension Plan for the Elected Officials of The City of Calgary (EOSP).

**Chief Financial Officer's Report to
Priorities and Finance Committee
2018 December 04**

**ISC: UNRESTRICTED
PFC2018-1162**

Council Pension Plans - Report back

There have been questions raised by citizens and interest groups about the Council pension plans.

There has been information published about the Council pension plans that has been inaccurate, incomplete or has been open to interpretation.

Pension plans can be difficult to explain and are not always easily quantifiable or comparable, given the different designs and the assumptions that must be made.

Citizens and Members of Council want to understand that their pension provisions are reasonable.

Members of Council would like to ensure that the Pension Governance Committee provides their plan and its members with sound governance and oversight.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The comments by Members of Council can be grouped into 3 areas which are listed below:

1. Many recommendations suggested by Members of Council are ones best considered by Council and the Council Compensation Review Committee (CCRC):
 - The total compensation package for Members of Council should align to a set of agreed upon objectives which should be revisited periodically.
 - There needs to be discussion and agreement on the proper comparators for benchmarking the Members of Council's total compensation package.
 - The Council pension plan should be assessed as part of this total compensation package review.
 - All elements of total compensation should be reviewed regularly by CCRC, and several felt that CCRC recommendations should be accepted by Council.
 - There are differing opinions on the appropriate design or structure for the Council pension plan.
 - The CCRC should remain independent and supported by Administration.
2. Members of Council value the Annual Report that is provided by the Pension Governance Committee (PGC) to Council. Some expressed a desire for more regular information that could be achieved by making key messages from quarterly PGC meetings accessible to all Members of Council.
3. There is an opportunity for Administration to improve the effectiveness of communication to support Members of Council. Specifically, they are looking for communications that:
 - Are proactive.
 - Use plain language.
 - Provide talking points.
 - Utilize a variety of communication channels to serve different stakeholder needs.

Stakeholder Engagement, Research and Communication

Interviews were conducted with 13 of the 15 Members of Council. This engagement produced a number of common themes as described in more detail below:

Question 1: Pension plan self-reported understanding

**Chief Financial Officer's Report to
Priorities and Finance Committee
2018 December 04**

**ISC: UNRESTRICTED
PFC2018-1162**

Council Pension Plans - Report back

- There is considerable variation in the degree of self-reported understanding of the Council pension plan.
- Several indicated they knew where to find information on their pension plan.
- Those that are not informed realized that they did not take advantage of the information available.
- There appears to be some confusion around the transition allowance. Some had elements of it confused with the Council pension plan.

Question 2: Stakeholder communication readiness

- Need information more quickly from Administration or already have it on hand.
- Information from Administration is too detailed and needs to be in layman's terms.
- Need proactive and effective communication.
- Need facts, talking points and comparators.
- More aggressive communication.
- Most members indicated they receive very few questions regarding pension plans.

Question 3: What does good governance look like

- Sustainable.
- Predictable.
- Require solid reasons for action taken.
- Regular reporting from PGC to Council.

Question 4: PGC self-reported understanding

- Generally, not much is known.

Question 5: Impressions of PGC performance

- Members of Council tend to trust that PGC is doing their job.
- Annual report from PGC is useful.

Question 6: Means to assess reasonability and fairness of pension plan

- Pension should be reviewed regularly by CCRC and several felt that recommendations should be accepted by Council.
- Comparisons with proper and objective benchmarking.
 - External HR firm as a resource to CCRC.
 - Various opinions on proper comparators whether that is private, public or both.
 - Quality of data provided to Council.
- The total compensation package for Members of Council should align to a set of agreed upon objectives which should be revisited periodically.
- Pension plans should be viewed as part of a total compensation package.

**Chief Financial Officer's Report to
Priorities and Finance Committee
2018 December 04**

**ISC: UNRESTRICTED
PFC2018-1162**

Council Pension Plans - Report back

Question 7: Other experiences, comments or suggestions

- Differing opinions on whether the current defined benefit plan is the right kind of structure. Suggested structures include:
 - Status quo.
 - Change to defined contribution plan.
 - Change to group RRSP or other savings plan.
 - More flexible compensation vehicles versus pension.
- Are pensions valued by current and potential Council?
- Changes should be fair.

Strategic Alignment

This report supports the Council Directive: *"A well-run city - Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price."*

Social, Environmental, Economic (External)

There have been questions raised by citizens and interest groups about the Council pension plans. There is a need to be more transparent in addressing questions and concerns.

There has been information published by entities other than the City of Calgary itself, about the Council pension plans that has been inaccurate, incomplete or has been open to interpretation. There is an opportunity to better communicate pension information using plain language that is understandable by a broad range of constituents.

Financial Capacity

Current and Future Operating Budget:

There are no financial implications to the current or future City of Calgary Operating budget.

Current and Future Capital Budget:

There are no financial implications to the current or future City of Calgary Capital budget.

Risk Assessment

Failure to communicate effectively increases the risk of stakeholders not having objective and understandable information to assess the appropriateness of Council pension plans.

REASON(S) FOR RECOMMENDATION(S):

This report is in response to Notice of Motion C2018-0935 and is for information only.

ATTACHMENT(S)

1. Attachment 1 – Notice of Motion C2018-0935
2. Attachment 2 – Interview Guide for Councillors
3. Attachment 3 – Pension 101 Presentation for Elected Officials 2018

Approval(s): Male, Carla concurs with this report. Author: Enter Author
City Clerk's: Debbie Williams



NOTICE OF MOTION

RE: Council Pension Plans

Sponsoring Councillor(s): COUNCILLOR COLLEY-URQUHART & COUNCILLOR JONES

WHEREAS Council members are eligible to participate in the Elected Official Pension Plan (EOPP) and, subject to their annual salary, the Supplementary Pension Plan for the Elected Officials of The City of Calgary;

AND WHEREAS there have been questions raised by citizens and interest groups about the Council member pension plans;

AND WHEREAS there has been information published about the Council member pension plans that has been inaccurate, incomplete or has been open to interpretation;

AND WHEREAS pension plans can be difficult to explain and are not always easily quantifiable or comparable, given the different designs and the assumptions that must be made;

AND WHEREAS citizens and Council members want to understand that their pension provisions are reasonable;

AND WHEREAS members of Council would like to ensure that the Pension Governance Committee provides their plan and its members with sound governance and oversight;

NOW THEREFORE BE IT RESOLVED THAT Human Resources meet with each member of Council to gather their observations, experiences and suggestions relating to the Council pension plans, including plan governance;

AND FURTHER BE IT RESOLVED THAT Human Resources determine whether Council suggestions and comments fall within the mandate and terms of reference of the Pension Governance Committee, the mandate of the Council Compensation Review Committee and/or the mandate of other committees of Council, or Administration;

AND FURTHER BE IT RESOLVED THAT Administration report back to the Priorities and Finance Committee and Council no later than December 31, 2018 for a review of findings and recommendations.

Interview Guide for Councillor Meetings

Notice of Motion C2018-0935

Introduction

“Thank you for meeting with us today, Councillor XX. The purpose of the meeting is to fulfill the request in Notice of Motion C2018-0935. Specifically, the Notice of Motion states, “...be it resolved that Human Resources meet with each member of Council to gather their observations, experiences and suggestions relating to the Council pension plans, including plan governance.” Our role today is to facilitate data gathering by recording your comments. Your comments will be held in strict confidence – only aggregated data will be included in the report.”

Interview Questions

1. How well-informed do you feel you are about your pension plan? If not well-informed, what other information and/or methods of communication do you think would be helpful?
2. When asked questions by constituents, interest groups or the media about the Council pension plan, do you feel you have sufficient knowledge to be able to answer their questions? If not, what would be helpful to improve your communication with stakeholders and constituents?
3. What does good pension governance look like to you?
4. How much do you know about the Pension Governance Committee (PGC) – its mandate, terms of reference, committee membership, etc.?
5. To what extent do you believe that the PGC is meeting your expectations of good governance? What would you keep, what would you change?
6. What are some ways to assess whether your pension plan is fair and reasonable?
7. Are there any other experiences, comments or suggestions relating to the Council pension plan you wish to share?

Confirmation

“To conclude the interview, we’d like to review what we have recorded. <scribe paraphrase what was written>. Did we capture what you said?”

Meeting Wind-Down

“Thank you for your time, Councillor XX. In accordance with the Notice of Motion, after interviewing all elected officials, Administration will be determining which mandate the comments fall within – the Pension Governance Committee, the Council Compensation Review Committee, another committee of Council, etc. and a review of the findings and recommendations will be delivered to council by the end of 2018.”



Pension 101 for Elected Officials

Fall, 2018

Presented by Pension & Benefits Governance & Design

Purpose

To provide information on the Pension Plan for Elected Officials of The City of Calgary and the Supplementary Pension Plan for Elected Officials of The City of Calgary to help prepare councillors for individual meetings with Human Resources in accordance with Notice of Motion C2018-0935:

“... to gather their observations, experiences and suggestions relating to the Council pension plans, including plan governance; ...”

Basic Information About EOPP (Elected Officials Pension Plan)

- Defined Benefit Registered Pension Plan
 - Governed by the Income Tax Act (ITA) and the Employment Pension Plans Act (Alberta) (EPPA)
- Single employer plan, sponsored by The City of Calgary
- Voluntary
- Effective October 1, 1989
- Council Compensation Review Committee recommends changes to design with approval from Council
- Aon is plan administrator and actuary

EOPP - Eligibility

- ✓ The date an Elected Official assumes office
- ✓ For Elected Officials who do not enroll when first eligible, the first day of any month thereafter

Note: once an Elected Official has enrolled in the EOPP, participation must continue while an Elected Official

EOPP - Pension Formula

2% x Best Average Earnings x Credited Service

- e.g. 2 terms in office with Best Average Earnings of \$115,000

2% x \$115,000 x 8 years =

\$18,400 per year, payable monthly

- Details
 - The ITA imposes a maximum pension allowable from a pension plan (\$2,944.44 x Credited Service (2018 limit))
 - Best Average Earnings is the highest 36 consecutive calendar months of taxable remuneration up to ITA maximum (\$147,222 in 2018)
 - Payable if retire on or after Unreduced Retirement Date*
 - Payable in Normal Form*
 - Earnings are defined as taxable remuneration
 - Credited Service is the period while the Elected Official receives remuneration from The City while a member of the EOPP

* Explained further in the presentation

EOPP – Leaving Council

At Least Age 55

- Retirement

Less than Age 55

- Termination

Death While on Council

Members are immediately vested in these benefits upon enrollment in accordance with Albert pension rules.

EOPP - Retirement Dates

Normal Retirement Date

- Age 65

Unreduced Retirement Date

- Age 60

Early Retirement Date

- Age 55

Latest Retirement Date

- An Elected Official must begin receiving a pension by December 31 of the year in which the Elected Official turns age 71
 - Rule applies even if the Elected Official is still in office

EOPP - Early Retirement

If an Elected Official is at least age 55, the Elected Official will be a retirement for purposes of the EOPP

The pension from the pension formula will be reduced for each month prior to attaining Unreduced Retirement Date (age 60)

- 0.25% per month = 3% per year
- e.g. age 58
 - 2 years before age 60
 - Pension reduced 2 years x 3% = 6%

EOPP - Normal Form of Pension

For Credited Service Earned After January 22, 2012

- ❖ Life, Guaranteed 5 Years (G5)

For Credited Service Earned Before January 23, 2012

- ❖ Without Pension Partner*: Life, Guaranteed 5 Years (G5)
 - ❖ With Pension Partner*: Joint and Survivor 66 2/3%, Guaranteed 5 Years (J&S 2/3 G5)
- G5 is payable for the pensioner's lifetime, with a guarantee that at least 5 years of payments will be made
 - J&S 2/3 G5 is payable for the pensioner's lifetime, reducing to 2/3 of that amount payable for the pension partner's lifetime, with a guarantee that at least 5 years payments will be made

* At retirement

EOPP - Optional Forms of Pension

- ❖ Life, Guaranteed 5, 10 or 15 Years
- ❖ Joint and Survivor 100%, 75%, 66 2/3% or 50%,
Guaranteed 5 Years
- ❖ Integrated Income:
 - The pensioner receives increased amounts of pension until age 65, and a reduced pension thereafter
 - Intent is to provide increased pension income before the pensioner receives payments from CPP/QPP and OAS
 - The form of pension could be any of the options

Pension Partner and Beneficiaries

Pension Partner

- Defined specifically in pension legislation
- Automatically primary beneficiary
- For EOPP, has tax protection and options which non-pension-partner beneficiaries do not
- Has the right to waive this benefit

Named Beneficiaries

- Receive the benefit if there is no pension partner
 - After retirement, the value of the remainder of the G5 paid as a taxable lump sum
 - Before retirement, if the member and pension partner die at the same time
 - Very important!!! – even if you have a pension partner, designate contingent beneficiaries to avoid pension funds getting stuck in your estate

How do you know what's on file for EOPP?

- Pension partners and beneficiaries are listed on the annual statement received from Aon
- If you need to make a change, contact The City help line at 268-5800

EOPP - Retirement Options

Start the pension immediately

- Choose the normal form or one of the optional forms

Defer starting the monthly pension

- No later than Latest Retirement Date
- Default if forms not returned

EOPP - Cost-of-Living Adjustments

Cost-of-Living Adjustments (COLA) calculated annually

- 2/3 of Canada Consumer Price Index (CPI)

COLA is prorated in first year of retirement

In years when the CPI goes down, there is no increase or decrease

- CPI changes are tracked until there is a cumulative increase

EOPP - Termination Options

Defer starting the monthly pension

- No earlier than Early Retirement Date
- No later than Latest Retirement Date
- Default if forms not returned

Take the lump-sum (“commuted”) value of the pension

- Transfer to a locked-in RRSP (LIRA) to the extent allowed by the ITA, any remainder is taxable cash
 - Different for each person
- If the commuted value is small, an RRSP or taxable cash option may be offered

EOPP – Death While on Council

If the Elected Official had a pension partner, pension partner is paid:

- Commuted value of the pension the Elected Official would have been entitled to had he/she left Council the day before death
 - Payable as a transfer to a locked-in RRSP (LIRA)
 - If the commuted value is small, an RRSP or taxable cash option may be offered

If the Elected Official did not have a pension partner:

- Commuted value of the pension the Elected Official would have been entitled to had he/she left Council the day before death
 - Payable as taxable cash

EOPP – Process Upon Leaving Council

After the last day of service:

- The City runs final payroll and communicates in-year earnings, contributions and service to Aon
- Aon calculates the benefit and prepares a package with appropriate options and forms
- The package is mailed to the Elected Official, who liaises with Aon to get the commuted value paid or the pension started

Aon contact number:

- 403-303-1516

EOPP - Contributions

- Members
 - Contribute 9% of earnings (ie. taxable remuneration), up to the ITA maximum
 - \$147,222 in 2018 for this pension plan
 - The member contribution rate is codified in the pension plan text
- The City
 - Contributions are reset every 3 years as the result of an actuarial valuation
 - Currently 18.64% of taxable remuneration

EOPP – Pension Adjustments

- Participation in EOPP decreases your available RRSP room
 - A Pension Adjustment (PA) is reported on your T4
 - PA is calculated as
 - $9 \times 2\% \times \$\text{earnings} - \600
 - RRSP room granted every year is calculated as
 - $18\% \times \$\text{earnings}$
 - Available RRSP room is \$600

Basic Information About EOSP (Elected Officials Supplementary Plan)

- Non-registered retirement arrangement
- Effective October 1, 1999
- Supplemental to EOPP
- Single employer, sponsored by The City of Calgary
- Administered by Aon
- Council Compensation Review Committee recommends changes to design with approval from Council

EOSP - Eligibility

- ✓ The date an Elected Official assumes office and enrolls in the EOPP
- ✓ For Elected Officials who do not enroll in the EOPP when first eligible, when the Elected Official chooses to enroll in the EOPP

Note: once an Elected Official has enrolled in the EOSP, participation must continue while an Elected Official

EOSP - Pension Formula

2% x Best Average Earnings in Excess of Income Tax Act
maximum x Credited Service

- e.g. 2 terms in office with Best Average Earnings of \$200,000

Formula: $2\% \times (\$200,000 - \$147,222) \times 8 \text{ years} =$

\$ 8,445 per year, payable monthly

- Details
 - Same as EOPP

EOSP – Other Provisions

Same as EOPP

- Except that commuted value is only payable as taxable cash

EOSP - Contributions

- Members do not contribute
 - Since it is not registered, there is no trust fund into which to place contributions
- The City records liabilities for the plan on its financial statements
- The City pays benefits as they become due

- Pension Governance Committee (PGC)
 - Established July 8, 2002
 - Responsible for oversight on all matters relating to the pension plans in which City employees participate
 - Significant changes must be approved by the City Manager and/or Council
- Duties
 - Appoint and monitor actuary and third-party administrator
 - Appoint and monitor trust fund trustee and custodian
 - Appoint and monitor investment manager and performance of trust funds
 - Monitor funded status of the various plans
 - Monitor changes in legislation which affect the plans

- PGC members
 - Chief Human Resources Officer (Chair)
 - Chief Financial Officer
 - Administrative Law Representative
 - Administrative Leadership Team (ALT) Representative
 - Senior Management Team (SMT) Representative
 - 2 Councillors – appointed by Council
- Meets quarterly, reports to City Manager and Council annually

Appendix I

Acronyms



Acronyms

- EOPP - Pension Plan for Elected Officials of The City of Calgary
- EOSP - Supplementary Pension Plan for Elected Officials of The City of Calgary
- ATBF – Alberta Treasury Board & Finance
- EPPA – Employment Pension Plans Act (Alberta)
- CRA – Canada Revenue Agency
- ITA – Income Tax Act
- DB – defined benefit
- DC – defined contribution
- COLA – cost-of-living increases

Appendix II

Pension Plan Backgrounder

DB Pension Plans vs DC Pension Plans

Defined Benefit Plan - design	Defined Contribution Plan - design
Retirement income known in advance via a formula	Contributions known in advance
Pension does not change once person retires (except COLA)	Account value used to provide retirement income
Contributions are not known in advance	Retirement income not known in advance
Retiree chooses survivor benefits on retirement	Remaining account value on death goes to survivors
Require actuarial valuations to assess financial situation and set contributions	No actuarial valuation needed

DB Pension Plans vs DC Pension Plans

Defined Benefit Plan - risks	Defined Contribution Plan - risks
Plan bears risk that investments don't perform as expected (investment risk)	Individual bears investment risk
Plan sponsor responsible for choosing investments	Individual responsible for choosing investments from available choices
Plan bears risk that pensioners live longer than expected (longevity risk)	Individual bears longevity risk
Pensioner does not bear the risk of outliving his/her pension	Individual bears the risk of outliving his/her assets
Pensioner bears risk that he/she and/or pension partner doesn't live as long as expected (value of contributions put into the fund may not be returned via pension payments)	Account value goes to individual's survivors on death so no loss in value on early death

Registered Pension Plans vs Non-Registered Retirement Arrangements

Registered Pension Plans	Most Non-Registered Arrangements
Plan provisions registered with CRA and the provincial regulator	Plan is not registered with CRA or a provincial regulator
Plan provisions must comply with the ITA and the provincial regulations	There are no regulations with which to comply
Plan sponsor contributions are tax-deductible	Plan sponsor contributions not tax-deductible
Member contributions are tax-deductible	Member contributions are not tax-deductible (so usually are none)
Investment income in pension fund not taxable	Pension fund not allowed, pensions are unsecured promises by plan sponsor
Pension taxable upon receipt	Pension taxable upon receipt
CRA and ATBF require certain items to be filed with them for continued registration	No filings

CRA vs ATBF

CRA	ATBF
Affects pension plans via the ITA, which allows tax breaks & tax deferrals to pension plans & pension income	Affects registered pension plans in Alberta via the EPPA
CRA wants to limit these breaks & deferrals	ATBF wants to ensure that pension plan members have adequate protections
ITA contains maximums and limits	EPPA contain minimums and guarantees
Pension plans, pension plan sponsors and individuals are caught between the ceilings imposed by the ITA and the floors imposed by the EPPA	

Transportation Report to
Priorities and Finance Committee
2018 December 04

ISC: UNRESTRICTED
PFC2018-1105

Green Line LRT – Budget and Funding Confirmation – Deferral Request

EXECUTIVE SUMMARY

Administration requests to defer the Green Line LRT – Budget and Funding Confirmation to Q1 2019 to allow for the completion of the updated Stage One project budget, and funding agreement between The City and the other orders of government.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommends that Council approve Administration's request to defer the report on the Green Line LRT – Budget and Funding Confirmation to a Priorities and Finance Committee meeting to occur by no later than the end of Q1 2019.

RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, DATED 2018 DECEMBER 04:

That the Administration Recommendations contained in Report PFC2018-1105 be adopted.

PREVIOUS COUNCIL DIRECTION / POLICY

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

Moved by Councillor Keating Seconded by Councillor Gondek

That the Committee recommendations contained in the following Reports, be adopted in an omnibus motion:

7.4 Green Line Light Rail Transit Project Delivery Model Recommendation, PFC2018-0207
.... Direct Administration to report back no later than Q4 2018 to the Priorities and Finance Committee of Council with the recommended budgets for approval including financing and confirmation of funding from the other orders of government for the Project.

BACKGROUND

The deferral is requested while Administration updates the Stage One project cost estimate and develops the budgets for approval. Simultaneously, Administration is working with the other orders of government to finalize the Ultimate Recipient Agreement (URA), which is the agreement to secure the funding with the Federal and Provincial funding partners.

Transportation Report to
Priorities and Finance Committee
2018 December 04

ISC: UNRESTRICTED
PFC2018-1105

Green Line LRT - Budget and Funding Confirmation - Deferral Request

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Stakeholder Engagement, Research and Communication

None regarding this request to defer.

Strategic Alignment

None regarding this request to defer.

Social, Environmental, Economic (External)

None regarding this request to defer.

Financial Capacity

Current and Future Operating Budget:

None regarding this request to defer.

Current and Future Capital Budget:

None regarding this request to defer.

Risk Assessment

None regarding this request to defer.

REASON(S) FOR RECOMMENDATION(S):

Administration is requesting the deferral to allow for the completion of the Project cost estimation and budgets, and the completion of the Ultimate Recipient Agreement as negotiated with the Federal and Provincial funding partners.

ATTACHMENT(S)

None

Urban Strategy Report to
SPC on Planning and Urban Development
2018 December 03

ISC: UNRESTRICTED
PUD2018-1392

33rd and 34th Avenues S.W. (Marda Loop) Streetscape Master Plan Update

EXECUTIVE SUMMARY

On 2016 April 11 Administration was directed by council to create a comprehensive streetscape master plan for 33rd and 34th Avenues S.W., which was to include future SW Bus Rapid Transit (BRT) integration and potential funding options for this component. The motion arising was following a previous land use redesignation along 33rd Avenue S.W. The master plan will provide a vision to guide ongoing redevelopment of the public realm, support the Main Streets program, and provide a concept design that will integrate with the future SW BRT station located at Crowchild Trail S.W. and 33rd Avenues S.W. This report is a summary of the work completed to date and remaining work scheduled for early 2019.

ADMINISTRATION RECOMMENDATION:

That the SPC on Planning & Urban Development recommends that Council:

1. Receive this report for information; and
2. Direct administration to return, through the Planning and Urban Development Committee, to Council in Q2 2019 with a comprehensive Streetscape Master Plan for 33rd and 34th Avenues S.W. (Marda Loop) that will include options that are integrated with the proposed SW Bus Rapid Transit (BRT) route at Crowchild Trail and 33rd Avenue S.W. intersection, along with funding options.

RECOMMENDATION OF THE SPC ON PLANNING AND URBAN DEVELOPMENT, HELD 2018 DECEMBER 03:

That Council:

1. Receive this report for information; and
2. Direct administration to return, through the Planning and Urban Development Committee, to Council in Q2 2019 with a comprehensive Streetscape Master Plan for 33rd and 34th Avenues S.W. (Marda Loop) that will include options that are integrated with the proposed SW Bus Rapid Transit (BRT) route at Crowchild Trail and 33rd Avenue S.W. intersection, along with funding options.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2017 December 18, Council adopted report PUD2017-1088 (33rd and 34th Ave. S.W. Marda Loop Streetscape Master Plan Update), as follows:

That Council:

1. Receive this report for information; and
2. Direct administration to return, through the Planning and Urban Development Committee, to Council in Q4 2018 with a comprehensive Streetscape Master Plan for 33rd and 34th Avenues S.W. (Marda Loop) that will include options that are integrated with the proposed SW Bus Rapid Transit (BRT) route at Crowchild Trail and 33rd Av S.W. intersection, along with funding options.

**Urban Strategy Report to
SPC on Planning and Urban Development
2018 December 03**

**ISC: UNRESTRICTED
PUD2018-1392**

33rd and 34th Avenues S.W. (Marda Loop) Streetscape Master Plan Update

On 2016 April 11, Council voted to:

“Adopt, Moved by Councillor Woolley, Seconded by Councillor Magliocca, that the Calgary Planning Commission Recommendations 1 and 2 contained in Report CPC2016-089 be adopted, after amendment, as follows:

That Council:

1. Adopt the proposed redesignation of 0.36 hectares ± (0.89 acres ±) located at 2410, 2414, 2418, 2424, 2428 and 2432 – 33 Avenue SW (Plan 4479P, Block 55, Lots 4 to 16) from Multi-Residential – Contextual Low Profile (M-C1) District to Multi-Residential – High Density Low Rise (M-H1f3.0h16) District, in accordance with Administration’s recommendation; and
2. Give first reading to the proposed Bylaw 88D2016.”

And, in a related motion:

"Adopt, Moved by Councillor Woolley, Seconded by Councillor Magliocca, that the Calgary Planning Commission Recommendation 3 contained in Report CPC2016-089 be adopted, after amendment, as follows: Withhold second and third readings of Bylaw 88D2016 and refer it back to Administration to explore the reduction of the mass of the building with a corresponding reduction of the FAR by 0.4 FAR and to return to Council no later than Q3 2016".

In addition, Council voted in favour of two motions arising, as follows:

“Motion Arising, Moved by Councillor Woolley, Seconded by Councillor Pincott, that with respect to Report CPC2016-089, Council direct Administration to bring forward a report to support the Marda Loop Area Redevelopment Plan (ARP) objectives for a comprehensive streetscape design concept for 33rd and 34th Avenues, as per the ARP Policy 6.2.1, to return to Council through the Planning and Urban Development Committee, by Q4 2017, in coordination with the future Main Streets Implementation.

Motion Arising, Moved by Councillor Woolley, Seconded by Councillor Pincott, that with respect to Report CPC2016-089, Council direct Administration to work with Transportation, Parks, Water Services, Planning, and the community to develop design options that will integrate the planned SW Bus Rapid Transit (BRT) Transitway station at Crowchild Trail and 33rd Avenue SW into the adjacent City owned lands, including pedestrian and cycling connectivity, and investigate options for funding.”

BACKGROUND

Since the last update report on 2017 December 18 Administration retained a consultant and have completed three rounds of public engagement, gathered feedback from external stakeholders (Community Associations (CAs), Business Improvement Area (BIA), and area developers); worked closely with the SW BRT project team to ensure integration with the future SW BRT station at 33rd Avenue and Crowchild Trail S.W.; and have coordinated with internal stakeholders such as Parks, Water Resources, Transportation and Planning. Administration has also investigated funding options for the BRT integration component. The project boundary is outlined in Attachment 1 and was based on the Municipal Development Plan (MDP), previous engagement with the community, and planning best practices.

The comprehensive streetscape master plan will serve to support the Main Streets program moving forward. The MDP identifies 14 land use typologies across Calgary. Five of these typologies (Centre City, Major Activity Centres, Community Activity Centres, Urban Main Streets

33rd and 34th Avenues S.W. (Marda Loop) Streetscape Master Plan Update

and Neighbourhood Main Streets) are intended to be the major growth areas for the next 60 years within the built area of the city. The MDP and the Calgary Transportation Plan (CTP) identify 24 specific streets as corridors; eight Urban Main Streets and 16 Neighbourhood Main Streets.

The Marda Loop area has seen significant growth over the past ten years (2007-2017) with the communities of Altadore, Richmond, and South Calgary seeing population growth of 27%, 22% and 15% respectively; while the number of units within the Marda Loop ARP boundary has increased approximately 11% in the same period and this does not include a number of new residential developments currently under construction.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The intent of the streetscape master plan is to support the Marda Loop community and ongoing development in a comprehensive manner that takes into consideration pedestrian movement, vehicle and cycling behaviors, interaction of building frontages with the streetscape, safety and mobility, placemaking opportunities, transit, goods movement, community connections, and other components that support the main street. One of the major benefits to having a master plan for the Marda Loop area is that it can be provided to developers when working through their development permit application process to create a seamless integration of private frontage to public right of way that will enhance the public realm for the community. This provides a level of certainty for the developer and the community.

Urban Strategy has been working closely with Transportation Infrastructure to develop a pedestrian and cycling connection from the Marda Loop main street to the future SW BRT station located at Crowchild Trail and 33rd Avenue S.W. The pedestrian and cycling connection is designed for safety, accessibility and comfort.

Administration has investigated options for funding future construction of the portion of the master plan that is directly adjacent to the planned SW BRT station and links this station with the local Main Street. There may be opportunities that arise through the ongoing Established Areas Growth and Change Strategy and/or future funding associated with the Main Streets Program. At time of writing no funding has been allocated for the detailed design or construction phases of the project, only the streetscape master plan phase is funded. (see financial capacity section below for further details).

Stakeholder Engagement, Research and Communication

Prior to the Marda Loop streetscape master plan project being initiated the Main Streets program conducted engagement for the Marda Loop area back in spring 2015 seeking feedback from the community on issues, opportunities, and outcomes. Common themes that arose in this initial engagement included improvements in pedestrian comfort and walkability, the need for increased trees/landscaping, and the shortage of on street parking supply in the business areas.

Throughout 2018 Administration has met with the Richmond Knob Hill and Marda Loop Community Associations (CAs) and Marda Loop Business Improvement Area (BIA) representatives. The project manager toured 33rd and 34th Avenues S.W. with representatives from the community and the local area Councillor on four separate occasions; attended both a Richmond Knob Hill and Marda Loop CA general meeting along with the Marda Loop BIA

Urban Strategy Report to
SPC on Planning and Urban Development
2018 December 03

ISC: UNRESTRICTED
PUD2018-1392

33rd and 34th Avenues S.W. (Marda Loop) Streetscape Master Plan Update

Annual General Meeting to communicate the purpose of the streetscape master plan and how it supports several current and future initiatives within the community.

Public engagement events for both the streetscape master plan and the Main Streets land use re-designations took place in February, May, and September 2018. Events were very well attended with approximately 350 members of the public attending each of the first two engagement events. The feedback received was provided to the consultant for consideration when developing the streetscape master plan for the area. The project team is planning to show a 3D rendering of the concept design to the community one final time in 2019 January. Details and results of the engagement events, to date, can be found in Attachment 3.

Strategic Alignment

The 33rd and 34th Avenues S.W. (Marda Loop) Streetscape Master Plan aligns with the vision for the Main Street Program. This Main Street is one of 24 Main Streets across the city that is planned to achieve the desired outcomes of the MDP and CTP. It also supports several other initiatives including the proposed Developed Areas Guidebook amendment to the MDP and the two relatively new mixed-use land districts for the Land Use Bylaw. The Main Streets team has been involved with several corporate projects, including the Industry/City Work Plan - Initiative 3: The Established Areas Growth and Change Strategy and Water Resources Redevelopment Strategy, with both these projects aimed at reducing barriers to redevelopment.

Social, Environmental, Economic (External)

The streetscape master plan will provide communities with safe, comfortable, high quality street and sidewalk environments that will encourage all modes of mobility, with public gathering places that will foster community interaction. Increased trees and landscaping will support the Council priority of having 'A Healthy and Green City' and assist with storm water retention. The enhanced public realm will support continued investment by the development and business community.

Financial Capacity

Current and Future Operating Budget:

None related to the streetscape master plan.

Current and Future Capital Budget:

The streetscape master plan design phase of this project is funded by program 612, the \$30 million Main Street Program budget in Urban Strategy, that was approved by council in the 2017 November budget deliberations. The \$30 million is made up of \$29 million from the provincial Municipal Sustainability Initiatives (MSI) fund and \$1 million from the City's Lifecycle Maintenance and Upgrade Reserve (LMUR).

A request for an additional \$30 million, consisting of \$19 million from LMUR and \$11 million from Pay as You Go/Reserve for Future Capital, for 2019 - 2022 to fund the capital portion of the Main Streets Program was presented to Council for approval during the One Calgary budget deliberation in 2018 November. The detailed design and construction phases could potentially be funded, as separate efforts on a portion or the full scope of the master plan, from this budget

Urban Strategy Report to
SPC on Planning and Urban Development
2018 December 03

ISC: UNRESTRICTED
PUD2018-1392

33rd and 34th Avenues S.W. (Marda Loop) Streetscape Master Plan Update

ask if it is approved. Allocation of any approved budget would be determined in the future by the Main Street Program.

Transportation has allocated funding for the SW BRT station located at Crowchild Trail and 33rd Avenue S.W. with plans for construction in 2019. This does not include the components of the integration presented in the master plan.

Risk Assessment

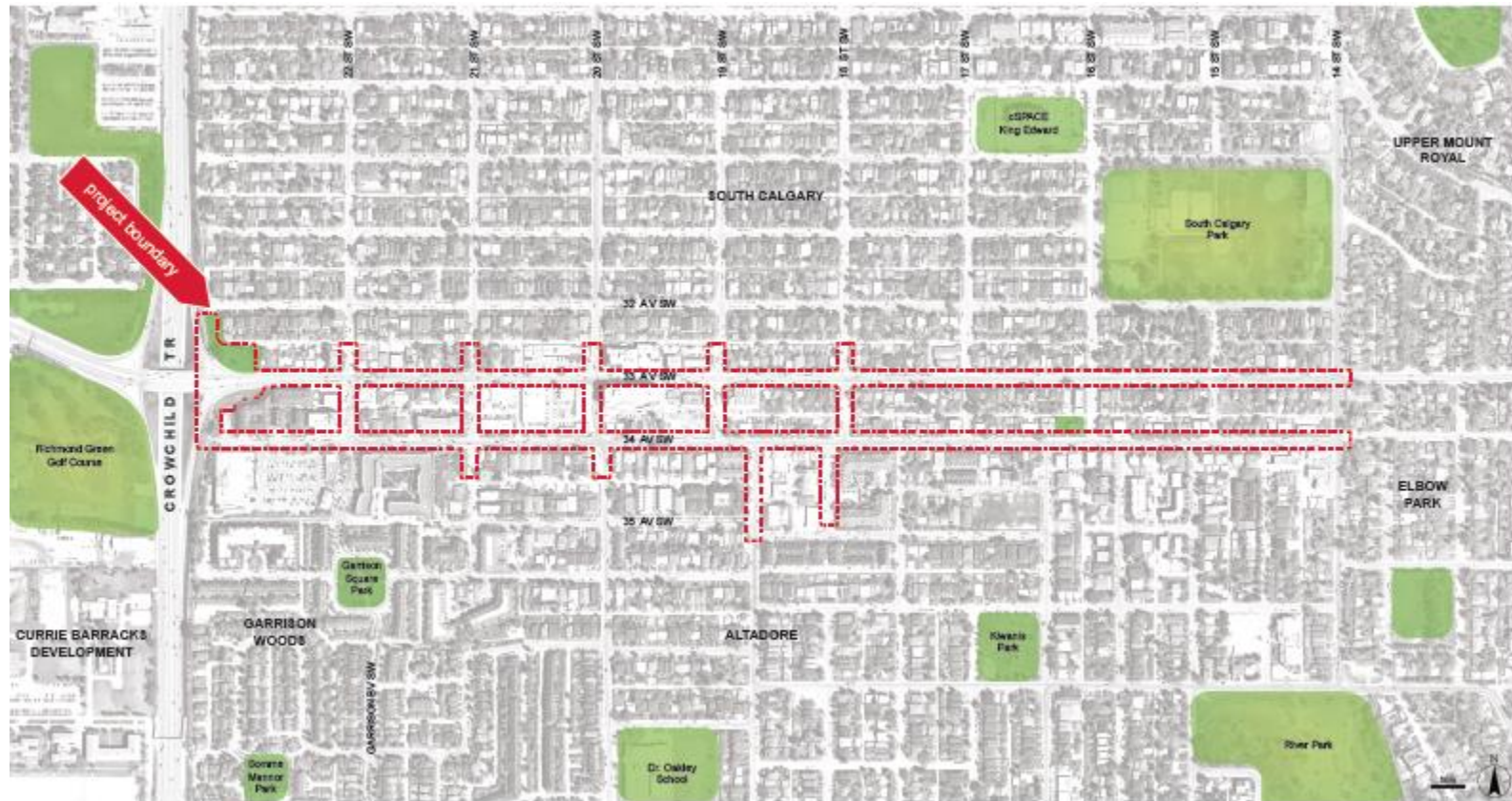
Supporting the potential City initiated land use re-designation and increased density in the Marda Loop area is a priority for The City. If the streetscape master plan were not to be completed ongoing development permits in the area would not have a guideline to inform their public realm reconstruction and approvals may be negatively impacted due to uncertainty. Not having a master plan would also lead to delays in moving forward to the future detail design and construction phases as part of the Main Streets program.

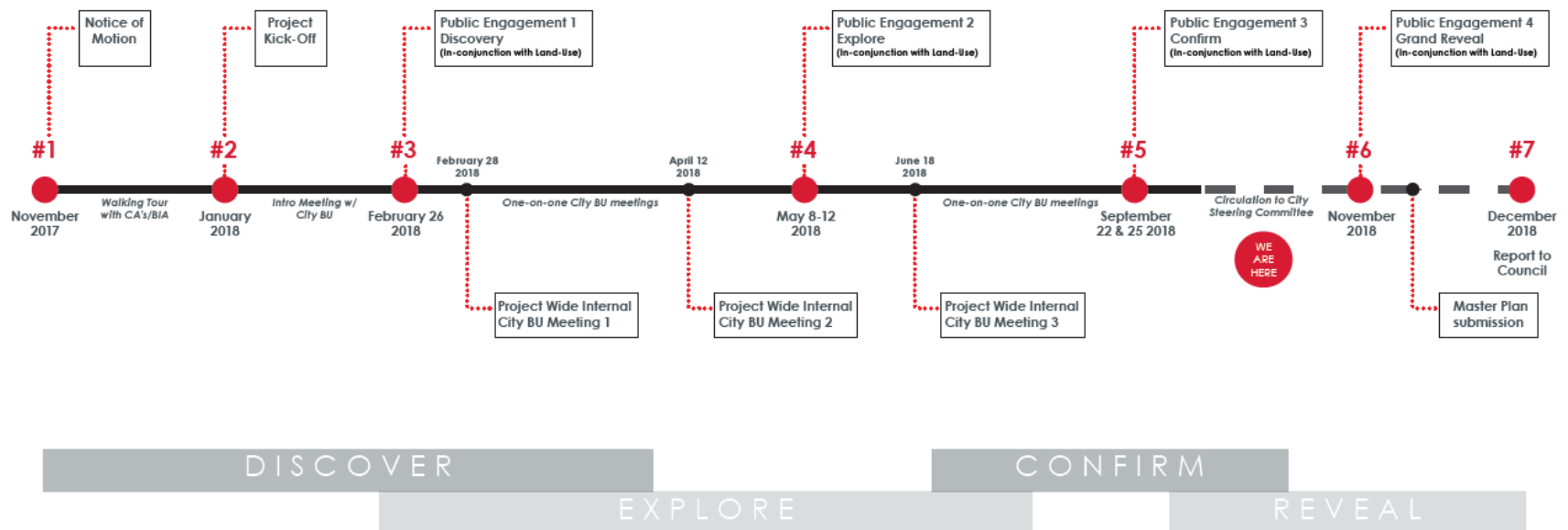
REASON(S) FOR RECOMMENDATION(S):

The 33rd and 34th Avenues S.W. (Marda Loop) Streetscape Master Plan provides a vision to guide redevelopment of the public realm in the future. The master plan will provide increased connection points and enhanced integration with the planned SW BRT station at Crowchild Trail S.W. and 33rd Avenues S.W. The master plan also supports the potential City-initiated land use re-designation as part of the Main Streets Program. The completed streetscape master plan will allow for this project to move onto the detailed design and construction phases when funding is allocated.

ATTACHMENT(S)

1. Attachment 1 – 33rd and 34th Avenues S.W. (Marda Loop) Streetscape Master Plan area
2. Attachment 2 – Project Timeline
3. Attachment 3 – Public Engagement Summary
4. Attachment 4 – Marda Loop Business Improvement Area (BIA) Letter
5. Attachment 5 – Marda Loop Community Association Letter





Phase 1 – Discovery (2018 February 26)

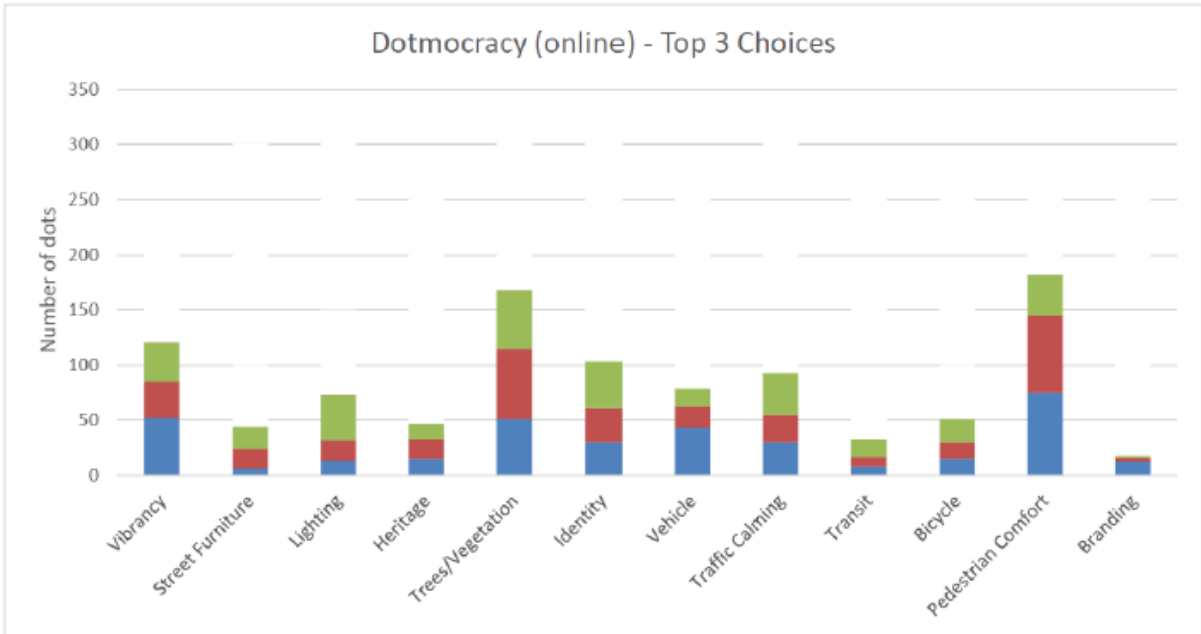
Location: Marda Loop Community Hall

The discovery phase of engagement focused shaping the vision for 33rd and 34th Avenues S.W. and on gathering feedback on design elements to be considered. To help develop a vision, participants were asked to respond to the question “What makes Marda Loop, Marda Loop?” It was important to understand the views and interests of residents’, businesses’, pedestrians’, commuters’ and shoppers’, in relation to the existing 33rd and 34th Avenues streetscape and what it may look like in the future. Members of the public were also asked how they would like to be engaged in the future and they indicated larger format/drop in style events were their preference. A large aerial map was shown and comments from the public were collected. At the open house we asked stakeholders to use dots to indicate the streetscape design elements that were most important to them. Online participants were able to use a ranking tool to indicate their preferences. On street parking was identified as the communities biggest concern (identified by verbatim comments) whereas pedestrian comfort and trees/vegetation were identified as the most important elements to the community. The results of the dotmocracy exercise are show below.

Blue indicates 1st preference

Red indicates 2nd preference

Green indicates 3rd preference



Phase 2 – Explore (8th, 10th, 12th May 2018)

Location: Storefront along 33rd Avenue S.W.

STREETSCAPE DESIGN PRIORITIES

The streetscape design priorities were developed using a combination of information from the engagement process and the technical experience of the design team. The streetscape priorities allowed the design team to examine how the upgraded street design would best balance issues and opportunities with community needs and guide us moving forward.

Pedestrian Comfort and Enhanced Landscape: Establishing a vibrant streetscape through enhanced landscaping, repeated elements and design styles.

Parking: Establishing clearly defined parking zones to help prioritize the parking within the corridor.

Public Transit and Automobiles: Upgrades to public transit stops and locations are being explored to improve the riders' experience. Travel lanes will be maintained at the current spacing to curb line to create a consistent travel experience throughout the corridor.

Bicycles: Bicycle amenities will be considered; however, the pedestrian and parking experience will be a priority as bicycle amenities are explored.

Goods / Services: Large vehicle pick up and drop off will be facilitated through lane access not at curb side.

At the storefront stakeholders could use an iPad or their mobile device to complete the survey on the Engage web portal or complete an identical paper survey. The project team was looking for feedback on potential options for flex zone spaces and when parking was an issue. Another question asked was if the community would accept a reduced sidewalk width if it meant getting in boulevard trees. We also asked in what community people lived and about their experience at the event. During phase two stakeholders were asked to consider Urban and Residential zones which included travel lanes, pedestrian and flex zone spaces, and potential locations for urban plazas.

The full results can be found online at: www.engage.calgary.ca/33Ave

Phase 3 – Reveal (22nd, 25th September 2018, Nov 2018 TBD)

Location: Storefront along 34th Avenue S.W.

Phase three of public engagement focused on the presentation of the streetscape master plan concept for 33 and 34 Avenues S.W. In previous project phases, we explored values and design priorities with community members. The result of this engagement, alongside technical considerations, was the streetscape concept design. The community was presented with the concept and it was communicated how the project team, with input from community members, reached its design conclusions. We asked the community for input on the 33 and 34 Avenues S.W. streetscape master plan concept and asked: "What is your impression of the streetscape master plan concept?"

The full results can be found online at: www.engage.calgary.ca/33Ave



November 25, 2018

Members of City Council
SPC on Planning and Urban Development
Patrick McMahon, Urban Strategies

Re. 33rd/34th Avenue Streetscape Master Plan Progress Report

The Marda Loop BIA has been pleased to participate in the streetscape design process over the past year. Community engagement has been robust, with very well-attended open houses and online opportunities to provide comment.

As of this writing, we have not seen the report and the latest version of the streetscape plans, but the most recent plans presented publicly at the September open houses were well-received.

We are concerned with issues of funding and the timely implementation of the Marda Loop main streets in the upcoming budget cycle. Public realm improvements are unfinished business from the 2014 Marda Loop ARP, which were folded into the Main Streets process. With the ongoing and rapid transformation of Marda Loop with private investment – and many new large multi-residential, commercial and mixed-use projects completed, under construction, approved and pending – investment in Marda Loop main streets improvement is long overdue.

Sincerely,

Bob van Wegen
Executive Director

Marda Loop Business Improvement Area 1638 - 30th Ave SW Calgary, AB T2T 1P4

403.685.5667 | www.visitmardaloop.com



November 26, 2018

Members of Council
SPC on Planning and Urban Development
Patrick McMahon, Urban Strategies

Re: 33 AV and 34 AV (Marda Loop) Streetscape Master Plan Progress

The MLCA Planning and Development Committee has been involved in the Streetscapes/ Main Streets engagement processes over the last year. The engagement process for the Streetscapes initiative was quite satisfactory, with many opportunities for residents to be involved and provide feedback. The Committee has advocated for engagement and involvement in shaping our evolving communities, and strongly supports the continuation of the Streetscape Master Plan. We welcome a clear direction from The City regarding their vision for redevelopment within inner-city communities. This plan offers a great opportunity for all parties involved to help create the kind of streets we want to see in our neighbourhood.

With the degree of redevelopment already occurring along 33 and 34 AV, it will be beneficial to have a plan that supports this and future growth in a consistent and proactive manner. It is very concerning the funding for the implementation of this project is unconfirmed, as the community moved forward with the understanding that The City was committed to investing in the infrastructure and public realm of these streets. It is hoped The City will work to find a long-term solution to ensure the implementation of the Streetscape Master Plan.

Sincerely,

MacKenzie Kroeger
Director - Planning & Development
Marda Loop Communities Association
development@mardaloop.com

cc: Doug Fraser president@mardaloop.com
Evan Woolley, Ward 8 Councillor, City of Calgary evan.woolley@calgary.ca

Marda Loop Communities Association Vision:
An evolving, vibrant, urban community that is engaged, connected, and desirable

Planning & Development Report to
SPC on Planning and Urban Development
2018 December 03

ISC: UNRESTRICTED
PUD2018-1400

Calgary Airport Vicinity Protection Area Regulation Amendment

EXECUTIVE SUMMARY

Administration and the Calgary Airport Authority (Airport Authority) have been engaged in collaborative discussions regarding a potential amendment to the Calgary International Airport Vicinity Protection Area (AVPA) Regulation to allow for residential intensification within certain areas of the 30-35 Noise Exposure Forecast protection area. The purpose of this report is to inform Council of the resulting proposed amendment to the AVPA Regulation and recommend Council support and approve by resolution that Administration submit a request jointly with the Airport Authority to the Minister of Municipal Affairs to amend the AVPA Regulation. Administration is working with the Airport Authority on a Memorandum of Understanding which, when completed, will set out the details for implementing the proposed amendment and the basis for ongoing collaboration between The City of Calgary (The City) and the Airport Authority.

Calgary Airport Vicinity Protection Area Regulation Amendment

ADMINISTRATION RECOMMENDATION:

That the SPC on Planning and Urban Development recommend that Council:

- 1) By Resolution support the proposed Calgary International Airport Vicinity Protection Area Regulation amendment provided in Attachment 1, and direct Administration to submit a joint amendment application with the Calgary Airport Authority to the Minister of Municipal Affairs; and
- 2) Upon the Government of Alberta amending the Airport Vicinity Protection Area Regulation as identified in Recommendation 1, direct Administration to finalize a Memorandum of Understanding with the Calgary Airport Authority that provides for the processes to implement the amendment; and
- 3) Direct Administration to provide Council with an update following the decision by the Minister of Municipal Affairs regarding the proposed amendment application, as identified in Recommendation 1.

RECOMMENDATION OF THE SPC ON PLANNING AND URBAN DEVELOPMENT, DATED 2018 DECEMBER 03:

That Council:

1. Request that the Office of the Mayor connect with the Provincial Minister of Municipal Affairs to clearly state that a 10-year moratorium on Transit Oriented Development ("TOD") adjacent to any substantial municipal and/or provincial investments in transit infrastructure is unacceptable.
2. Direct that Administration and the Office of the Mayor secure a negotiated allowance for the ability for TOD areas within the AVPA, and particularly the Inglewood MAX Purple TOD area.
3. Request that Intergovernmental Affairs strive to achieve this outcome no later than January 2019.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2016 December 19 Council approved three key actions in two separate reports (PUD2016-0904 and PUD2016-0905) directing Administration to:

- i. Advocate with Municipal Affairs for amendments to the AVPA Regulation to allow for a range of low density residential redevelopment and small-scale subdivision in all areas affected by the Noise Exposure Forecast (NEF) 30 contour area, including Inglewood, and for a clearer and simpler process for site-specific exemptions for higher intensity developments (PUD2016-0905);
- ii. Consult with the Calgary Airport Authority to seek its support for exemptions for higher intensity residential development in important intensification areas within the Noise Exposure Forecast 30 contour in Inglewood, (PUD2016-0905); and

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- iii. Advocate with Municipal Affairs for amendments to the AVPA Regulation to allow for a range of low density residential redevelopment including secondary suites and small-scale subdivision in all areas affected by the NEF 30 contour area (PUD2016-0904).
- iv. Administration provided two verbal updates to Intergovernmental Affairs Committee, in closed sessions, on the status of the collaborative discussions with the Airport Authority, on October 18 (IGA2018-122) and November 15 (IGA2018-1296). The content of these updates may be made public once the Government of Alberta has amended the AVPA Regulation to address the proposed changes and the matter is resolved (or implementation is complete).

BACKGROUND

Enacted in 1979, The Calgary International AVPA Regulation is a provincial regulation under the Municipal Government Act that governs land use and development close to the Calgary International Airport. The Regulation prohibits certain land uses from being developed near the airport that could negatively affect airport operations, including its runway arrivals and departures.

The AVPA Regulation establishes Noise Exposure Forecast (NEF) contours around the airport lands, as a prediction of expected noise levels. These contours are used to identify compatible land uses based on potential aircraft noise impacts to citizen complaints, public health, and quality of life, and consider such factors as types of aircraft, time of arrivals and departures, and future runway expansions. These contours take into consideration the alignment of the airport's latest runway expansion.

Subdivision and development authorities must comply with the AVPA Regulation provisions when making decisions on applications for properties located within the protection areas. Exemptions are possible through a process of amending the AVPA Regulation. Only a municipality through Council can petition the Minister of Municipal Affairs for such an amendment, and as of 2017 October 26, an amendment request must include a Resolution of Council indicating support, as per section 7(1) of the Regulation.

The AVPA Regulation was amended on 2017 October 26, as part of the review of the Municipal Government Act and all regulations associated with it. The amendment to the AVPA Regulation was minor and included enabling secondary basement suites in very specific circumstances within the 30-35 NEF contour area.

Administration researched how other municipalities in Canada manage residential development near airports. The municipalities reviewed included Montreal, Vancouver, Toronto, Winnipeg, and Edmonton. All of these municipalities have land use and development restrictions in close proximity to an airport, in most cases associated directly with NEF contours.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Collaborative Workshops

In response to Council direction on 2016 December 19, Administration, the Airport Authority, and Municipal Affairs met to discuss a potential comprehensive amendment to the AVPA

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Regulation to allow for residential intensification. Subsequently, Administration and the Airport Authority undertook a series of collaborative discussions, held from 2018 July to 2018 November, to establish the content of the amendment request. Specifically, the discussions centred on potential exemptions for residential uses within the 30-35 NEF contours, which includes portions of the communities of Inglewood, Mayland Heights and Vista Heights. While other areas of the city are within the 30-35 NEF contours, they were not included in the discussions as these areas were developed after the AVPA Regulation was enacted and residential development was excluded to comply with the regulation. A map of the NEF contour areas is provided in Attachment 2.

Rationale for Amending the AVPA Regulation

The rationale for seeking an amendment to the AVPA Regulation is based on the need to balance the strategic objectives of The City and the Airport Authority. Through the collaborative discussions, Administration and the Airport Authority shared their objectives, raised key issues, and assessed information related to noise complaints and potential residential growth. Both parties agreed that they share the objective of supporting the continued growth of the airport and associated logistics hub, recognizing its important role in the economic development of the city.

Further, Administration shared its strategic objectives as outlined in the Municipal Development Plan (MDP), Transit Oriented Development Policy Guidelines and resulting objectives of the draft Inglewood Area Redevelopment Plan. The Airport Authority communicated their objective of supporting the continued growth of airport operations while respecting overall community safety and well being.

Agreement has been reached to jointly seek changes to the AVPA Regulation as detailed in the proposed amendment in Attachment 1 and summarized below. These changes are considered by both parties to uphold the shared objective of supporting the continued growth of the airport and associated logistics hub, while allowing for residential intensification, supporting transit ridership and increasing housing choice.

To provide a period of certainty and to be able to monitor the impacts of the potential changes, the proposed amendment includes a requirement that no further requests for amendment or exemption are to be submitted by The City for 10 years.

Proposed Amendment Request & Alignment to Council Direction

The Airport Authority and Administration jointly developed a request for amendments to the AVPA Regulation to allow for residential intensification within the protection area (refer to Attachment 1). The proposed changes to the AVPA Regulation are as follows:

- 1) Removal of restrictions on secondary suites and backyard suites from existing residential lots in the communities of Mayland Heights, Vista Heights and Inglewood (refer to Attachment 3);
- 2) Allow for low density residential infill, including single lot subdivision for additional single-detached dwellings and semi-detached dwellings in the communities of Mayland Heights, Vista Heights and Inglewood;
- 3) Allow for row housing without secondary suites at end block locations within the communities of Mayland Heights and Vista Heights;

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- 4) Allow for row housing with secondary suites at end block locations within the community of Inglewood in recognition of the new Bus Rapid Transit station and proximity of the 9th Avenue SE Main Street; and
- 5) No further requests for amendments or exemptions are to be submitted by The City of Calgary for 10 years.

The proposed amendment request achieves much of the direction provided by Council (see summary table below) and provides a significant step forward in allowing the affected communities to redevelop to the level of other comparable neighbourhoods. The changes would broadly achieve Council directions of (i) and (iii) referenced above in Previous Council Direction, including providing a clearer and simpler process for site specific exemptions.

Administration did advocate for higher density residential development, highlighting the need to support significant transit investments including the Green Line and BRT. However, the Airport Authority considered the risks to current and potential future airport operations to be too high. Specifically, the Airport Authority is concerned about the scale of this type of residential intensification, and the potential for sudden increases in population in concentrated locations directly under the flightpath of a major runway. The proposed amendment request does not therefore achieve Council's key direction (ii) to support exemptions for higher intensity residential development in important intensification areas, as no agreement could be reached.

Table 1. Summary of Alignment to Council Direction.

Previous Council Direction	Achieved in Proposed Amendment
i. a. Advocate with Municipal Affairs for amendments to the AVPA Regulation to allow for a range of low density residential redevelopment and small-scale subdivision in all areas affected by the Noise Exposure Forecast (NEF) 30 contour area, including Inglewood;	Yes
i. b. A clearer and simpler process for site-specific exemptions for higher intensity developments (PUD2016-0905);	Yes
ii. Consult with the Calgary Airport Authority to seek its support for exemptions for higher intensity residential development in important intensification areas within the Noise Exposure Forecast 30 contour in Inglewood, (PUD2016-0905);	No
iii. Advocate with Municipal Affairs for amendments to the AVPA Regulation to allow for a range of low density residential redevelopment including secondary suites and small-scale subdivision in all areas affected by the NEF 30 contour area. (PUD2016-0904).	Yes

This amendment request has been endorsed by the Calgary Airport Authority Board of Directors. A resolution of Calgary City Council stating support for the proposed amendment to

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the AVPA Regulation is required to submit the proposed amendment to the Government of Alberta.

Memorandum of Understanding

To provide further detail about the implementation of the proposed amendment, including ongoing collaboration, regular meetings (at a minimum on an annual basis) on matters of mutual interest. Administration and the Airport Authority are developing a Memorandum of Understanding. The Memorandum of Understanding will be finalized and executed after the AVPA Regulation has been amended by the Government of Alberta.

Stakeholder Engagement, Research and Communication

In 2016, Administration hosted two open houses and provided an online questionnaire regarding a proposed amendment to the AVPA Regulation to exempt residential development from the current restrictions in the 30-35 NEF contour area, specifically within the community of Inglewood. The first open house was held on 2016 June 21, as part of a larger Inglewood Ramsay Area Redevelopment Plan event. In response, 28 comment forms were received. The second open house was held at the Inglewood Community Association Hall on 2016 September 13, whereby 34 people were in attendance and 11 comment forms were received. In addition to the engagement events, letters were sent to all affected property owners. The summary of the 2016 engagement is included as Attachment 4.

Administration and the Airport Authority has collaborated over a series of meetings since 2018 July to develop the proposed amendment request. The proposed amendment has also been circulated to stakeholders for comments, including impacted Councillors, Rocky View County, the City of Airdrie, Transport Canada, and Air Navigation Service Provider Canada (NAV Canada).

Strategic Alignment

Municipal Development Plan (Statutory, 2009)

The MDP outlines goals for achieving a sustainable city through a prosperous economy, shaping a more compact urban form, and creating great communities. Specifically, Policy 2.1.2 (k) recognizes the role of the Calgary International Airport as a global logistics centre. Also, section 4.3.3 recognizes the importance of, and the need to enforce the AVPA Regulation.

The Urban Structure Map of the MDP identifies a portion of 9 Avenue SE within the community of Inglewood as a Main Street. Main Streets aim to serve nearby communities and should provide for moderate levels of intensity of jobs and population over time. Under the proposed AVPA Regulation amendment, residential development will continue to be prohibited along the majority of the Main Street which is within the protected 30-35 NEF contour area. Although residential development is generally encouraged for main streets, it is not required in all locations as other uses such as office and retail can provide an appropriate main street environment. Additionally, the proposed amendment will enable some population growth (an

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estimated 1380 new residents) in the surrounding residential areas that will contribute to the viability of businesses along the main street.

Transit Oriented Development Policy Guidelines (Non Statutory, 2005)

The Transit Oriented Development Policy Guidelines provide direction for areas typically within 600m of a Light Rail Transit (LRT) or Bus Rapid Transit (BRT) station. A new BRT station is currently under construction in the community of Inglewood within the 30-35 NEF contour protected area (refer to Attachment 3) and therefore these guidelines apply. The aim of the guidelines is to ensure areas near to a LRT or BRT station develop into higher density, walkable, mixed use areas to optimize use of transit infrastructure, create mobility options for Calgarians, and benefit local communities and city-wide transit users alike. These guidelines recognize that there are a wide variety of contexts within which transit oriented development can be achieved and provide Station Types including Residential Neighbourhood. This Station Type best fits the built form and character of the BRT Station in Inglewood and its surrounding area. In Residential Neighbourhood areas, mixed use development, including residential, office, commercial and supporting retail development at a medium intensity, is considered to be acceptable.

The proposed AVPA Regulation amendment would support the BRT station area by allowing for an increase of population base over time (approximately 860 new Inglewood residents within the 30-35 NEF contour protected area) through additional low density residential building forms (secondary suites, semi-detached dwellings and rowhouse buildings with suites). However, there would continue to be no restrictions on office, retail and commercial development, and an appropriately dense, mixed-use, transit-oriented area, excluding residential, could still be achieved and is supported by the Airport Authority.

There are several City and privately owned AVPA Regulation exempted parcels within 600m of the future Inglewood BRT Station where higher density residential development could potentially occur, subject to planning analysis and any required land use changes.

Social, Environmental, Economic (External)

The proposed amendment, if enacted, would allow for additional residential intensity which will facilitate a more compact urban form that efficiently utilizes land and existing infrastructure. Increased residential density near the future Inglewood BRT station would support transit ridership, reduce dependency on vehicular trips, and by association, may contribute to reductions in greenhouse gases and traffic congestion. Also, the proposal enables the creation of more affordable and diverse forms of housing options for the citizens of Calgary.

Financial Capacity

Current and Future Operating Budget:

No operating budget implications are identified.

Current and Future Capital Budget:

No capital budget implications are identified.

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Risk Assessment

If the proposed amendment request to the AVPA Regulation is not supported by Council or not approved by the Minister of Municipal Affairs, the current process of individual site-specific exemption requests may continue. Each exemption request would continue to require a resolution of Council to proceed, and a decision from the Province is likely to take several months. This process creates uncertainty for impacted communities and applicants and adds time to realizing development.

If the amendment request is supported by Council and approved by the Minister of Municipal Affairs, the population of communities within the 30-35 NEF contour will incrementally increase over time with approved development. This approach enables residential intensification with a manageable amount of risk to airport operations. This risk will be minimized through a Memorandum of Understanding between Administration and the Airport Authority which is expected to provide for procedural strategies aimed at monitoring and further managing density increases along with noise, public health and safety concerns.

The amendment request, as proposed, does not address the existing restrictions on medium and high density residential development within the 30-35 NEF contours. Furthermore, current and future applications for these uses within the restricted area will not be considered for an exemption for a minimum period of 10 years. The proposed amendment would also commit The City to no further exemption requests for other prohibited uses such as schools and places of worship for 10 years.

The timeline for a provincial approval of a proposed amendment to the AVPA Regulation is not known and therefore there is a risk that current and future development applications could be delayed.

Administration informed community associations of the proposed amendment, however given timelines there was limited time for the associations to respond prior to the finalization of this report. There is a risk that community associations may raise concerns that there was not appropriate time to respond.

REASON(S) FOR RECOMMENDATION(S):

The proposed amendment request (refer to Attachment 1) to the Calgary International Airport Vicinity Protection Area Regulation, would achieve a balance of meeting the joint objective of The City and the Airport Authority to support the economic benefits of the airport and associated logistics hub, while also meeting the strategic growth objectives of The City including sensitive intensification, providing greater housing choice and supporting transit ridership.

ATTACHMENT(S)

1. Proposed Calgary International Airport Protection Area Regulation amendment request.
2. Calgary International Airport Vicinity Protected Area Map.
3. Calgary International Airport Vicinity Protected Area – Affected Communities.
4. Summary of 2016 Public Engagement.

Proposed Calgary International Airport Protection Area Regulation amendment request

Airport Vicinity Protection Area: Proposed Amendment for Residential Intensification

Rationale

The City of Calgary and Calgary Airport Authority support a Calgary International Airport that is fully integrated into the City's urban fabric, creating a vibrant, liveable city for Calgarians and visitors. We recognize the role of the Calgary International Airport as a global logistics centre, while ensuring city-wide access is retained for public transit, passenger vehicles and goods movement. This role must also be balanced with growth and intensification in Calgary, while respecting overall community safety and well-being, and allowing for the continued growth of the airport and associated logistics hub. The current Calgary International Airport Vicinity Protection Area (AVPA) Regulations limit residential intensification in the 30-35 Noise Exposure Forecast (NEF) contour area. Therefore, The City of Calgary and Calgary Airport Authority have undertaken collaborative discussions regarding a comprehensive amendment to the AVPA Regulation to allow for some residential intensification in the Protection Area.

Proposed Ministerial Amendment

A. Acoustical Requirements

- (1) The requirements of Section 5 of the AVPA apply to B. and C. below.
- (2) At the Building Permit stage, The City will ensure compliance with the Alberta Building Code acoustical requirements, as identified in the AVPA Regulation, at the design stage and verified at the completion of construction.

B. Secondary Suites

- (1) In the communities of Inglewood, Mayland Heights, and Vista Heights, within the 30-35 NEF Area, secondary suites and backyard suites are not prohibited by the AVPA Regulation, except as set out in section C(2)(c). [Note that this provision means that either a basement or backyard suite may be constructed in a given dwelling, but not both, as indicated in the Land Use Bylaw.]

C. Low Intensity Residential Infill

- (1) In the community of Inglewood, within the 30-35 NEF Area, subject to the Land Use Bylaw and any applicable statutory plans, the following low intensity residential infill developments are not prohibited by the AVPA Regulation:
 - a) Development of single detached dwellings and single lot splits (subdivision) to allow for single detached dwellings;
 - b) Development of semi-detached dwellings and potential subdivision of the lot to allow for two Certificates of Title; and
 - c) Only when located on corner lots, development of up to four dwelling units (such as rowhouse buildings or townhouses) and potential subdivision of the lot to allow for up to four Certificates of Title, with secondary suites and backyard suites (no more than one suite per unit).

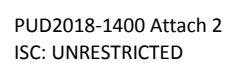
Proposed Calgary International Airport Protection Area Regulation amendment request

(2) In the communities of Mayland Heights and Vista Heights, within the 30-35 NEF Area, subject to the Land Use Bylaw and any applicable statutory plans, the following low intensity residential infill developments are not prohibited by the AVPA Regulation:

- a) Development of single detached dwellings and single lot splits (subdivision) to allow for single detached dwellings;
- b) Development of semi-detached dwellings and potential subdivision of the lot to allow for two Certificates of Title; and
- c) Only when located on corner parcels, development of up to four dwelling units (such as rowhouse buildings or townhouses) and potential subdivision of the lot to allow for up to four Certificates of Title, without secondary suites or backyard suites.

D. Requests for Amendment

The City of Calgary and The Calgary Airport Authority have agreed that no requests for amendment to the AVPA will be submitted by the City of Calgary for ten years from the date of this Ministerial amendment taking effect. The City of Calgary and The Calgary Airport Authority request that this agreement be represented in the Ministerial amendment.



Calgary International Airport Vicinity Protected Area – Affected Communities

Figure 1: Inglewood

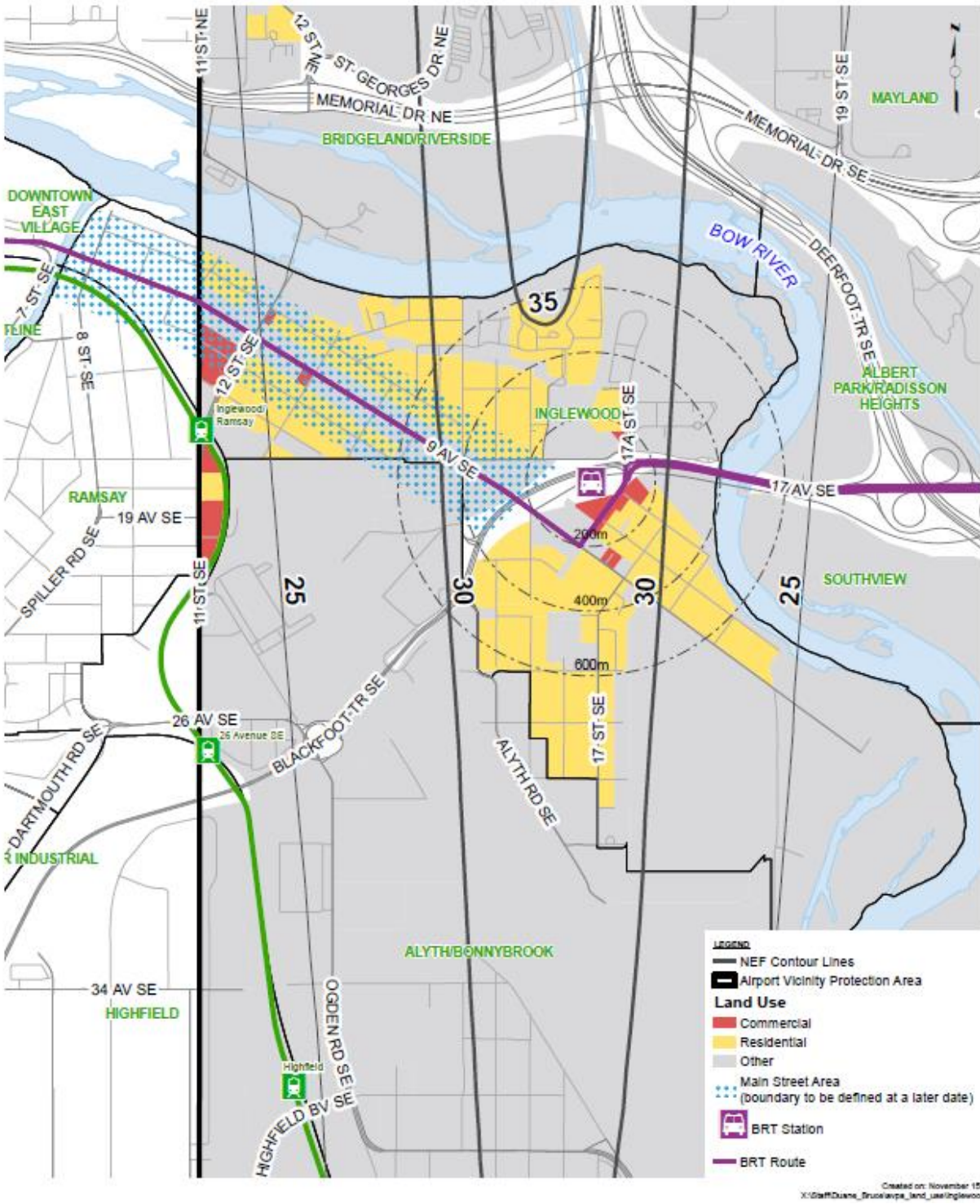


Figure 2: Mayland Heights

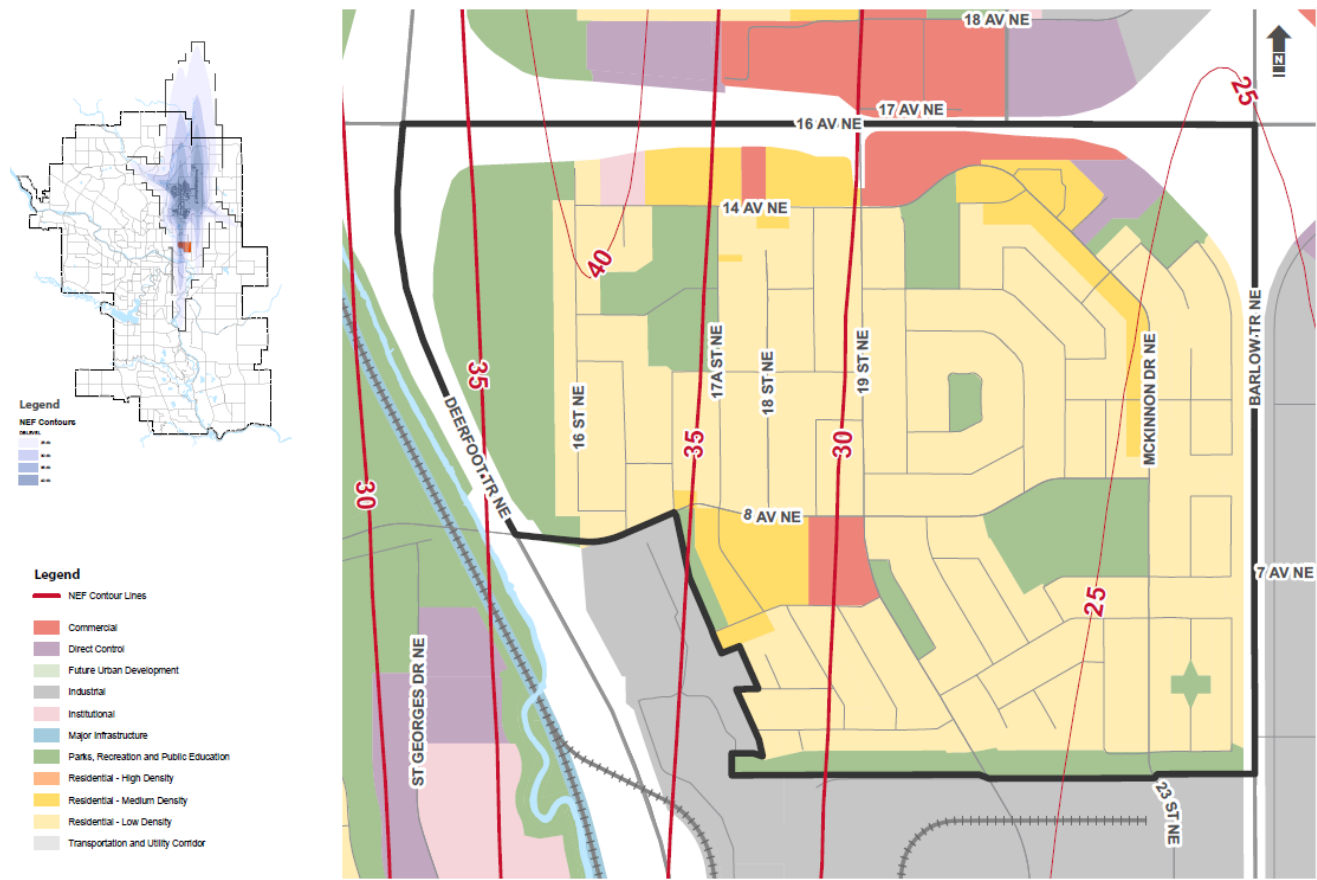
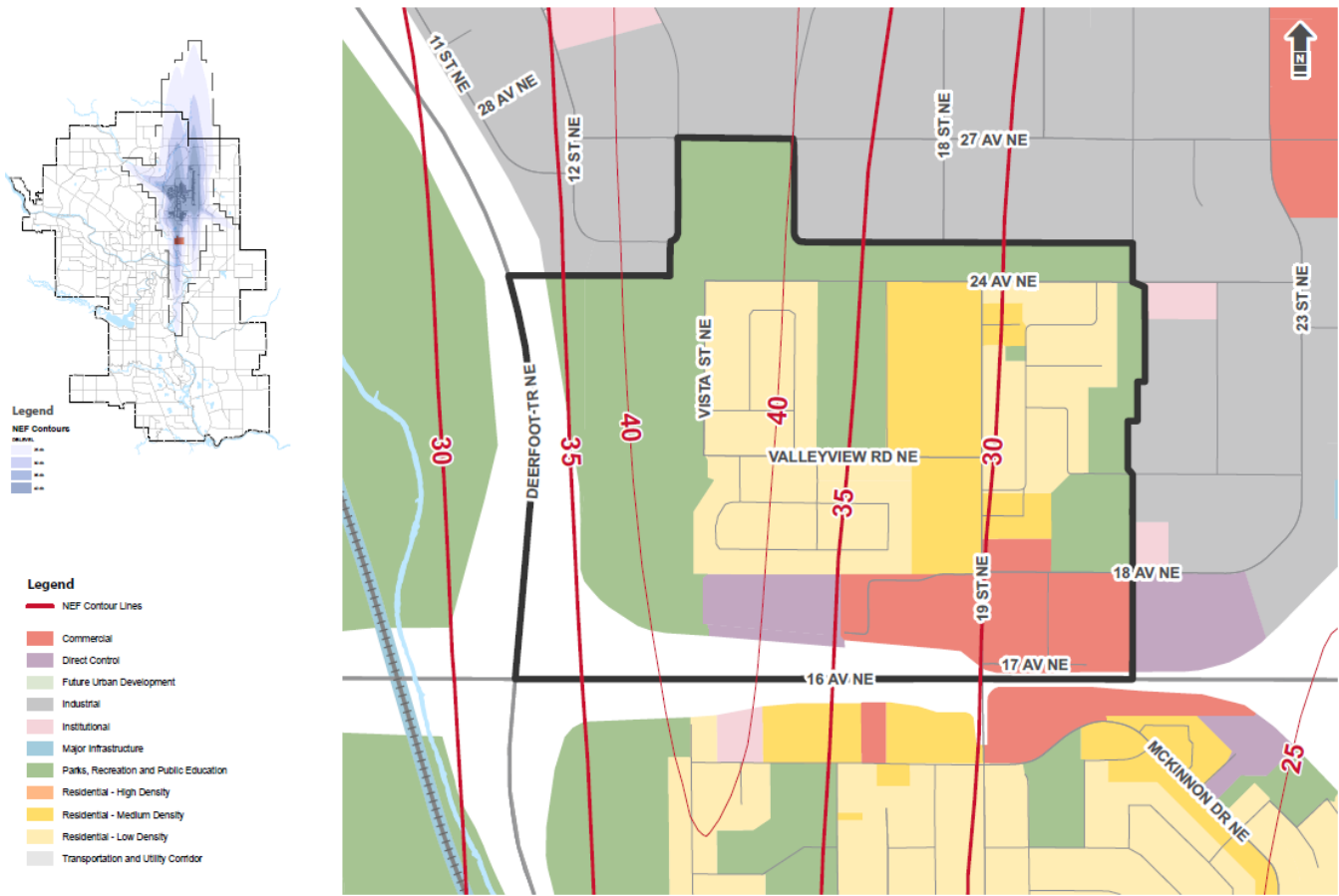


Figure 3: Vista Heights



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**Summary of 2016 Public Engagement****Project overview**

City Council intends to request that the Minister of Municipal Affairs remove the residential development prohibition in the Airport Vicinity Protection Agreement (AVPA), which currently impacts those properties in the Inglewood community lying within the Noise Exposure Forecast (NEF) 30 contour area.

City Council supported a Notice of Motion to amend the AVPA. Specifically, Council directed Administration to:

“engage with the public and affected stakeholders including the Calgary Airport Authority, regarding a proposed amendment to the Airport Vicinity Protection Area Regulation to exempt specific lands in the community of Inglewood lying within the N.E.F. 30 contour from the regulation prohibiting residential development and redevelopment in that area”

Removing the exemption on residential developments will allow existing residential properties to increase their development or redevelopment potentials in accordance with the provisions of the Calgary Land Use Bylaw.

Engagement overview

As part of the AVPA Exemption project, The City hosted two public open houses and an online questionnaire to gather feedback from area residents. This report reflects feedback received at the open house and online.

The first open house was held on Tuesday, June 21, 2016, as part of a larger Inglewood-Ramsay ARP open house. Twenty-eight comment forms were received.

The second open house was held at the Inglewood Community Association Hall on Tuesday, September 13, 2016. Thirty four people attended and 11 comment forms were received. Feedback collected through sticky notes posted on open house boards was transcribed.

The online questionnaire was available on The City’s online engagement web page from August 13 to September 14, 2016. Two hundred and thirty-three unique visitors accessed the online questionnaire, with 41 visitors completing the questionnaire.

What we asked

To capture a balanced understanding of what stakeholders’ opinions about having the AVPA exemption lifted were, the project team will ask people the following questions:

- Do you believe the amendment will affect you or your property in some way? Why/how?
- Describe why you think the proposed amendment will be positive, negative or neutral for you, your property or your community?



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- Why or why not do you support lifting the AVPA exemption?
- What other options could the City of Calgary consider concerning the APA regulation?

At the open house they provided feedback by:

- Filling out comment sheets;
- Leaving post-it notes with comments and concerns; and
- Writing comments and concerns on post-it notes and placing them on the display boards.

Those who accessed the online survey and mapping tool provided feedback by:

- Filling out questionnaire;
- Answering open ended questions; and
- Answering a project poll

What we heard

All of the feedback collected was organized into the following themes:

- Densification of neighbourhood (positive)
- Neighbourhood growth
- Will allow for property development
- Will allow for more people to live in neighbourhood
- Will allow for secondary suites
- Property values will increase and properties will see faster
- Less restrictive land use (positive)
- Limited changes to regulation are positive
- Aircraft noise is a concern
- AVPA should be consistent for all areas
- Community character will change
- Developers, not residents, will benefit
- Removal is detrimental to community
- Densification of neighbourhood (negative)
- Property values will decrease
- Traffic and parking issues will increase
- Increased consultation required

- ▶ For a verbatim listing of all the input that was provided, please see the [Verbatim Responses](#) section.

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Summary of input

Below is a summary of the feedback received to concerning the AVPA exemption.

When asked whether participants thought that the proposed amendment to the AVPA will be a) positive, beneficial or advantageous for your property and/or Inglewood or b) negative, unsound or damaging to your property and/or Inglewood, a small majority felt that the proposed amendment would be positive. Additionally, in an online poll, all small majority of participants voted that they were in favour of the proposed amendment to the AVPA.

Positive comments from residents focused on the fact that amending the AVPA would allow for increased densification of Inglewood, allowing the neighbourhood to grow and allowing more people to live in the community. Many comments focused on the fact that it would allow them to develop their property and give them the option to consider a secondary suites. Comments also focused on the fact that this would ensure that property values in the area would rise and that it would be easier to sell properties without the regulation impacting them.

There were concerns raised about the fact that densification would be negative for the community overall. Participants highlighted the fact that increased density would permanently alter the character of one of Calgary's most prominent heritage neighbourhoods. Other concerns included the fact that aircraft noise is a major concern in the neighbourhood, amending or lifting the exemption would lower property values and increase noise, traffic and parking issues in the neighbourhood.

Participants have also indicated that other negative aspects of the amendment being implemented could include the impact of shadows from tall buildings, increased densification in a flood plain and the perception that the area's councillor is not in line with public opinion on this issue.

When asked about messaging for an education and awareness campaign in the community participants indicated that there is support for all three of the proposed messages to be used.

When asked about other options that Council should consider in regards to the proposed amendment, participants suggested the following (among others – detailed in the verbatim section):

- Leave the regulation as is
- Consider removing the regulation for certain properties
- Consult with other communities before making any changes to ensure regulations are equitable
- Amend regulation to allow for secondary suites
- Maintain regulations under flight paths only
- Exemptions should only be made under special circumstances with approval of the Inglewood Community Association's redevelopment committee



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Next steps

- ▶ The feedback collected at the two open houses and through the online questionnaire will be provided to the AVPA exemption Project Manager for consideration as he develops his recommendation report for Council.
- ▶ The report will be presented to the Planning and Urban Development Committee for review in November 2016.
- ▶ The report will be presented to Council for review and decision in December 2016 or January 2017 (TBD).
- ▶ Depending on the option chose, Council may petition the Minister of Municipal Affairs to request a change to the AVPA Regulation's provisions as they apply to residential development in the NEF 30 contour areas.

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Verbatim Comments

Verbatim comments include all written input that was received at the open houses and online.

NB: The verbatim comments have not been edited for spelling, grammar or punctuation. Language deemed offensive or personally identifying information has been removed and replaced with either (offensive language removed) or (personal identifier removed).

Participants were asked to provide responses on the questions listed below. A majority of the questions asked online were the same questions that were asked at the open house.

Open House #1 – June 21, 2016**Initial thoughts and comments you want to share with the project team:**

- I support keeping the AVPA!! It protects my property from nieghbours over developing their properties. Please keep it in place! NO reason to change it. NO! NO! NO!
- I wasn't familiar with the AVPA prior to this and it affects my property directly. I have heard during public engagement that there have been amendments proposed - our community in Inglewood was unaware of the propsed changes as we had not been consulted. It appears that there has been a lack of process for consultation - without an active community one questions whether an open house for dialogue would have taken place. Transparency is important for trust in processes to ensure community input. Going forward I hope to see more dialogue as this community sees numerous concurrent projects happening.
- Transport Canada and the airport are in favour of keeping the AVPA - that is good enough for me! It is a can of worms! Leave the lid on it - it is not an issue with the community or the residents of Calgary. Listen to your tax payers! I will be wrting Joe Ceci and the Minister of Transportation and Municipal Affairs - the people who are really making the decision.
- I guess I'm somewhat confused about when the community was supposed to provide input or when we are supposed to provide input. I was surprised the City was taking action with the Minister without any community input.
- Suggest a Townhall meeting (after one of these open houses) or a different evening to ensure everyone has a good understanding of what is planned and the impact to the community.
- The impression I now have is that the community consultation is virtually a pretense. City Council seems to have already made up its mind to rubber stamp this exemption request. The info delivered using these info sessions leaves me as a resident profoundly sceptical that any input is sincerely solicited.
- The ICA has put together a list of key questions and issues re: the AVPA. It is a very blunt instrument for preventing densification in the flight path. BUT if it is to be removed we would need clear, strict, limitations on the kind of densification that could occur in this zone. It has to be modest and appropriate. The whole issue should have been discussed first with the ICA before Council took two votes to back its removal. The cart went before the horse. We all need to take a step back and

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just think this through carefully. You don't want - as some will - fiveplexes and fourplexes in a flight path and in an area zoned for C2 developments. We need meaningful, thorough, full, discussion of questions like this before they are voted on.

- Please consider lifting this and giving us some breathing room to increase our capacity.
- I am wholeheartedly in favour of removing the AVPA exemption.
- Please proceed with lifting the AVPA restrictions in this area. Further development should not be limited by the airport. There are many valid reasons to regulate development such as purposeful greenspace, maintaining an area's character, however the airport is not a valid reason to curb development. Thanks!
- While I would like there to be no development or loss of green space in the community, it makes no sense to have this in place because we are under a flight path. I would support other bylaws or zoning that preserved heritage or green space and parks, but this one does not make sense.
- I have been planning since 1992 to redevelop and live in my 1/2 duplex property. When the goal is in sight - this.
- I bought a house and lot in this area two years ago. I was very dismayed when I got the letter and learned of these AVPA restrictions, as I did not find information about this when purchasing the property - it would seem that the lawyer who helped me with this was not aware of the restrictions either. I am very much in support of lifting these restrictions! Please send me any information about this. I would also - very much - like to help with this process if I can (knocking on doors, calling people etc.)
- I bought my house in 1999 w/ intention of dividing and building. There are infills built on my street so why am I blocked. UNFAIR! I would never have bought this house if I had been told this in 1999.
- I have concerns that when I go to sell my home in 20 years, future buyers may want to develop a C(?) house on laneway on my property, but because of the AVPA they may not be able to do that. But, I also have concerns about too many side by side homes being built. Overall I think Inglewood will develop and become more affluent if the AVPA is removed.
- If restrictions are not lifted, property prices should and will diminish and property taxes should definitely be reduced to reflect this.
- Support to lift the exemption.
- Map on the website needs to be bigger.
- I would just like to say I am in favour of having a blanket removal of the AVPA. I feel that the single family homeowner is negatively impacted by this silly provincial bylaw. Having this in place prevents us from 1. having a basement suite 2. creating a mother in law suite for aging parents and/or 3. building a suite above our garage in order to rent to one person/renter - it isn't right that the airport has a say in our property. It needs to be removed so that young families can be able to afford to buy a home in Inglewood and supplement their mortgage by renting out to individuals. Thanks!
- What are next steps towards lifting exemption? I am not particularly bothered by very frequent plane traffic nor am I planning to increase density of my property, but I am concerned that this could affect the value of my property. The real estate agent that sold us the house certainly didn't know about this as he suggested we add a unit on our garage. Agents need education from the City? I think

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basement suites, etc. would be positive for our part of the neighbourhood and maybe they wouldn't mind the planes - so I think missed opportunity.

- Extending infrastructure is a risk that needs to be mitigated. The best way to do this is providing cost effective density that relies on existing infrastructure rather than costly expansion and maintenance. The AVPA seems to be based on outdated objectives. Limiting one resident while the next door neighbour is not effected is wrong.
- Has the AVPA been revisited recently or ever? Planes are more efficient, quieter, safer, also runways have changed. Why is my property zoned RC2 if it isn't a true RC2 and yes I know it's a provincial regulation but at the end of the day the city enforces the provincial regulation. Get rid of it, please...all I want to do is add a legal secondary suite to put food on my table.

Open House #2 – September 13, 2016

Questionnaire

Do you live or own property in the area that will be affected by the proposed amendment to the AVPA regulation?

- Live but do not own property in the affected area – 0
- Live and own property in the affected area – 7
- Own property but do not live in the affected area – 2
- Do not live or own property in the affected area – 0

Do you believe the amendment will affect you or your property in some way? Why/how?

- yes it will allow me to densify my property. I am afraid of losing my speculative growth potential.
- Give us opportunities...I'd love the opportunity to develop my property.
- Yes. If the AVPA is removed or amended to allow increased density the potential for more development will outpace our infrastructure. Would we simultaneously have widened streets, a closer fire hall, an enlarged community pool, more park space? My street hasn't been repaved in 40-50 years. What happens with 25% more traffic? When the condo development behind me turns on their electric boiler my lights flicker + dim. Will we get new utilities?
- Yes, I think an amendment to remove the AVPA would be a good thing. I can't subdivide my lot and the other property we own is already built as a duplex so the land use is at its maximum potential (Both places are in the NEF 30 corridor). Permitting additional development will allow more people to live in our community which helps support the businesses and services I love being so close to home. If noise from the airport is an issue maintain the requirements to build to a higher level of sound proofing in the building code but don't block development.
- Yes.
- Yes, I cannot develop land as I would like. Require residential land use.
- Yes. It will allow development of a large parcel of land for multi unit dwellings. High density on my street is a positive move.



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- yes - (also it is calling for removal not amendment). Change of character of neighbourhood. And amendment to allow for development on large parcels of land eg. what happened on old Conforce site (Inglewood Village may be OK.) Increased density of buildings on residential streets NOT OK.

Do you think the proposed amendment to the AVPA will be:

- positive, beneficial or advantageous for your property and/or Inglewood – 5
- negative, unsound or damaging for your property and/or Inglewood – 3

Please explain your reason(s) or concern(s) related to your selection above.

- My neighbourhood will be aloud to grow.
- Why change now? Is it worth changing the community to allow a few projects to proceed? What is the net benefit to existing residents? The proposed change will primarily benefit developers from outside the community.
- See above. Note the AVPA is detrimental to the community because it blocks planning decisions at the local government level. This regulation is solely for the benefit of the airport and the noise from planes is well know an I knew about before we made the decision to move into the community. It is part of the ARP plan and we knew the noise exposure forecast before we came. So people may argue that it needs to be on title but not everything about any properties listed on title. Due diligence is key to living anywhere. The lack of stoppigng people from historically subdividfing has set precedence for removal - it's not fair anymore to keep it.
- I don't believe either extreme is a realistic reconciliation of the numerous conflicting concerns. Noise is a concern and an impact on residential health. Airport is only one factor - letting that industry dictate all development is a form of oligopoly. More sensible would be area specific rules with development allowed with mitigation.
- It will allow for more residential density in the in inner city.
- It is important for the inner city to continue to develop.
- INCREASED DENSITY = MORE PARKING PROBLEMS & NOISY NEIGHBOURS
- Increased density eg. 4 plexes will negatively affect quality of oldest neighbourhood. Increased traffic, lack of parking will again affect quality of neighbourhood and house values. Why is our councillor proposing this??? NOT in favour.

Are there any other options that Council should consider in regards to the proposed amendment?

- No
- 1 CONCERN: CURRENTLY MANY VOICES CLAIM NOISE FROM AIRCRAFT IS LOWER SITING NEW QUIETER: NOT MY EXPERIENCE. LOWER MORE FREQUENT LANDINGS STRAIGHT DOWN 17 ST. MEANS "INGLEWOOD PAUSE" IS NOT HUMOROUS & EVERY 17 MINUTES SOME 'PRIME' LANDING TIMES IS EXTREMELY ANNOYING! WHAT ARE LANDING ALTITUDES & AT WHAT HEIGHT OFF RIVER??

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- THE AVPA REGULATION SHOULD BE CONSISTENT FOR ALL AREAS/AIRCRAFT APPROACHES. NOT JUST A CHANGE FOR INGLEWOOD.
- Remove AVPA - consider keeping build restrictions on sound proofing requirements in place. Similar to the way extra extra requirements exist for houses on the flood fringe and development managed at the city level. Working with the city for planning and development is more practical than lobbying the provincial government to allow me to do more with my home or rental property if I wanted to.
- See above. A full fair & equitable discussion of factors, impacts & mitigation.
- Exempt IE land uses in Inglewood, Alyth, Bonnybrook as they may become multi family residential in the future.
- An amendment to perhaps allow secondary suites may be ok. Increasing building density. NOT OK. Why at this time is this being brought to council by our councillor and why only a portion of Inglewood. Many areas fall under AVPA. Why councillor Carra?

Poster boards – sticky notes and dotmocracy

Do you believe the amendment will affect you or your property in some way? Why/how?

- Removing the AVPA could really affect my neighbourhood if the ARP does not control density appropriately & does not get end run, but is upheld.
- I feel this will affect the character of the neighbourhood. Why is our councillor proposing removal now?
- issues are being confused. AVPA affects only a narrow wedge of the communities - the ARP & neighbourhood density restrictions are separate issues
- Can our City sue the province for trampling our rights to develop our property like our neighbours
- Our neighbourhood is full of character & heritage, some may be lost without a control on development. AVPA needs to work with ARP & overall bylaws. Noise is an issue and people need knowledge around this.
- I LIKE THE OASIS OF REDUCED DENSITY PRESERVED BY THE AVPA
- In order to keep a fair process for input - you need to consult people who don't want to sub-divide or build a secondary suite. Thanks.
- CURRENTLY WHAT ARE LANDING HEIGHT RANGES??

Do you think the proposed amendment to the AVPA will be:

- Positive, beneficial or advantageous for your property and/or Inglewood – 6
- Negative, unsound or damaging for your property and/or Inglewood – 4

Dotmocracy poll:

- I am in favour of the proposed amendment to the AVPA – 6
- I am opposed to the proposed amendment to the AVPA – 9
- I am neutral towards the proposed amendment to the AVPA – 0

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**Are there any other options that Council should consider in regards to the proposed amendment?**

- THIS IS NOT A "PROPOSED AMENDMENT" to the AVPA. It abolishes it. Amending the AVPA is another matter.
- We either have to protect the community through the AVPA (modified) or through the new ARP.
- We have to ensure that density in this area is controlled, & that land use is clearly set out.
- Amendment maybe for large blocks of "waste land" eg. Inglewood Village on old Conforce site. Not Removed! Why?
- Heritage homes & character needs to be preserved. Development can't be allowed to bulldoze through. AVPA with ARP could work very well with some change.
- It is NOT just a noise issue: it is about density & character.
- NEF 30 is on the title of houses in the area - but the AVPA needs to be on title as well.
- The AVPA can be removed and the city can maintain the sound proofing requirements. AVPA unnecessarily takes planning out of the hands of the city & community.
- A lot of people against the removal of the AVPA are using the AVPA as a means to unfairly block subdivision and suites. This is unfair to home owners who think more people in our community is a good thing.
- Consistency & transparent in all development needs to happen. AVPA is the only way to have knowledge on land titles. Education on noise & effects must be shared with homeowners. Amendments need to allow secondary suites.

Online Feedback Questionnaire**Do you live or own property in the area that will be affected by the proposed amendment to the AVPA regulation?**

- Live but do not own property in the affected area – 0
- Live and own property in the affected area – 19
- Own property but do not live in the affected area – 3
- Do not live or own property in the affected area – 19

Do you believe the amendment will affect you or your property in some way? How/why?

- It is important to have an indication on title that warns owners about noise and land use restrictions. It has to be put in place and not be removed. The Open House was cryptic in asking what public reaction was to "amendment" - the amendment is removal and this may not have been clear to participants.
- I don't want taller buildings in my neighborhood.
- It will increase my property value and also allow old homes to be replaced with modern structures. We need that.
- Absolutely! I am a Realtor and I can assure you that properties in the AVPA are and will be affected if the city decides to apply the AVPA on re-developments and sub-divisions. They have disregarded

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the AVPA for these purposes until Rey recently but now properties within the area that would have sold quickly are languishing even with reduced pricing.

- Yes, I live in Mayland Heights and think this change shouldn't be specific to Inglewood. Mayland Heights (Crossroads community) is in the AVPA too. Change shouldn't be piecemeal, to the most organized community,, it should be applicable to all within this zone
- It will enhance the value of my property and result in greater density for the City of Calgary where service and a walk or bicycling commute are possible. It is very environmentally friendly, which makes me very happy for myself and my children, allowing greater density to occur in the core rather than encouraging creeping into arable land surrounding Calgary or wildlife areas.
- I live in the AVPA, apparently, so it affects me. There was no warning when I bought the property. I have lived in Inglewood for >10 yrs and I pay attention to what happens in our neighborhood, but I still had no idea this restriction existed. As have others I spoke to.
- No, we have no plans for redevelopment.
- Our house is just a few doors outside the boundary of the AVPA in Inglewood. Aircraft noise, though at lower decibels than a generation ago, is still substantial, especially in warmer months when windows are open. My greater concern, however, is the highly questionable reason that this process was begun in the first place. The ward councilor is highly suspect when he claims he is only an arm's length home-buyer in a project within the boundary: <http://www.cbc.ca/news/canada/calgary/carracouncillor-ethics-ward-1.3650158>. If not for questions from community members earlier this year, he would not have been forced away from the issue. If the original request to change the regulation came from a conflict of interest, then the process should be stopped and a proper investigation by the city's ethics commissioner should be launched.
- Will increase value, as will make it more desirable to purchase. Will also make it more affordable by enabling income property.
- The amendment will enhance my property values and spur Inglewood commercial development.
- Our understanding is that with the sudden enforcement of AVPA, secondary suites are no longer being approved in the impacted area. While we have no intention of putting in a secondary suite, it impacts the property value of our home if a future owner wishes to put in a suite.
- Will encourage applications for inappropriate high-density construction projects within Inglewood
- I do not think it appropriate to add more residential in a area highly used by flights overhead and subject them to noise pollution and subsequent health issues unless you have a requirement that all flights take off to the North as they used to before NAV Canada got involved so that now most of Calgary get flights overhead and council is doing nothing to help out affected areas. I am in Britannia and many days it is like living at the end of the runway. It is not appreciated nor wanted so why would you purposely build in an area where you know that there is kind of noise disturbance? I think council should work with the airport to stop flights over the city and stick up for the people on the ground as it is not fun and will only get worse as time goes by. NAV Canada states that flight must take off into the wind but upon further questioning they admit that this is not always true, so get them to use north flight takeoff paths as a priority in as many cases as possible which would be most of the time according to a pilot friend that flies jets.

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- It will increase the value of my property, (and also tax revenues for the City of Calgary), because it will allow the possibility to double the number of residences along "with parking spaces on my lot" without the need to extend roads, sewers, utilities or add to City of Calgary snow-clearing expense etc.
- There could now be high density development that will have a negative impact on parking and increase traffic congestion.
- I believe it will affect all properties with proximity to AVPA restricted areas as it will hopefully allow for revisions to their policies and make them more consistent with changing technologies for noise pollution, health and safety concerns, as well as evolved decision making capabilities of informed purchasers. many of these restrictions are old or outdated.
- Yes. It limits resale value and prohibits us from making our own decisions about our property. We are also adjacent to areas that could be developed for residential uses which may be preferable to industrial/commercial restrictions.
- Ability to add a secondary suite
- Currently my property is one house on two lots. If I cannot develop the property going forward by building two residences and splitting the lots; my property value decreases.
- I am an architect and have a residential project that will benefit from the amendment being adopted
- No, I do not believe it will affect my property. But perhaps me in the fact that I believe in the redevelopment of the area to support city policy and plans for the future that would be impacted by this. There are key site for redevelopment that are impacted by the AVPA.
- The amendment will put pressure on future governments asking for the relocation of the Calgary International Airport. This will cost billions of dollars to relocate the airport and add to the carbon footprint by having longer commutes for travellers and people the work at the airport. This far outweighs any advantage of increased density by the additional time and energy usage to both build and operate a new airport.
- Removing restrictions will ultimately result in an icreased amount of noise complaints from aircraft. The airport is a major infrastructure that is essential to all Calgarians and other travellers. The additional complaints would result in an increased cost to taxpayers to investigate and additional costs associated with frivolous studies to mitigate the issue. We can mitigate the issue now by not allowing increased density in a known flood zone and area of flight paths.
- Yes. It encourages high density in a historical area. The "original" Calgary. Parking in the residential streets is already a problem. The streets have character. They are narrow as are the back alleys. There are already appropriate areas of Inglewood with high density. This amendment will open the gate for inappropriate building in a character neighborhood. There should be no changes to the current AVPA. We have lived here since 1972 and do not want to see the character of our historical community changed.
- "Enough development and increased density already going on in this area becoming just too much!
- Why do we have to change the existing rules, for Councillor Carra?"
- No

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- I believe the amendment will help me maintain my property values and any redevelopment plans for the future.
- I believe the amendment will have a negative affect on our property and our day-to-day lives - added density, increased allowed building height, higher demand for parking, increased traffic
- I believe the amendment will allow non-resident (and some greedy resident) developers to benefit from building oversized and over-dense projects that will negatively affect our quality of life in Inglewood. Three storey buildings have no place on our quiet Inglewood streets.
- Yes. Air travel times and routes are already negatively-impacted by numerous ongoing noise complaints by people who have moved into houses under flight paths. More people will bring more complaints.
- The AVPA currently restricts densification on our property. Removing this regulation will potentially allow the building of multi-family dwellings such as condos and four-plexes.
- Yes. Live in Sunnyside and this would influence inner city development ideas.
- no
- It will give me the ability to develop my property more easily. I am very much in favor of this change.

Do you think the proposed amendment to the AVPA will be:

- Positive, beneficial or advantageous for your property and/or Inglewood – 22
- Negative, unsound or damaging for your property and/or Inglewood – 18

Please explain your reason(s) or concern(s) related to your selection above.

- The removal, which was clearly motivated by personal interests, is inappropriate. The desired result is unbridled density with no consideration of the implications of noise on health.
- "The airport is only getting busier with more air traffic and therefore noise.
- Tall buildings cause detrimental shadowing and infringements on privacy."
- It will be a huge benefit. Otherwise, Inglewood will stagnate.
- It will not restrict subdivision other than current general citywide subdivision guidelines and rules.
- It is very possible that, now or in the future, land values and the environment will make new increased-density residential options nearby or in downtown areas popular or even mandated by government to reduce carbon emissions, (e.g. more people living closer to their workplaces lowering the number of vehicle commuters), and opening options for my property to the benefit of myself, people wishing to live in this area and near downtown, environmentalists and wildlife.
- "From what I understand the interpretation of the rules by the City is messed up. At the very least it needs to be clarified.
- Also, Inglewood is perfect for more development so this AVPA policy seems so... strange.
- Also there is no mechanism in place to warn property purchasers of these restrictions. I should know, I purchased in the zone and had no idea until now (for the record my property is not one that can be subdivided or secondary suited so I have no vested interest in seeing the restrictions removed).

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- Also how exactly did Pearce Gardens and Inglewood Grove get built? Is new development and is within the AVPA. Confusing.
- Also, impression is that the Airport is being overly protectionist so that they can increase the noise again at a future time."
- I don't want to encourage people redeveloping, ripping out older homes, and building ever larger "McMansions". This is already happening in the neighbourhood -- no need to increase it. However, that being said, I am in favour of allowing secondary suites in the neighbourhood, even in the AVPA area, provided that the homeowner lives in the home.
- It would be highly negative because it was launched under circumstances that city officials and taxpayers would rationally agree is a breach of public trust.
- The people who lived within the AVPA contour in NE Calgary complained that the new runway affected them, in spite of the fact that they KNEW they purchased a home within the NEF contour. You're asking for more noise complaints from these future residents if you move forward with this politically expedient yet poorly thought out plan.
- as per above
- The removal of the restriction will enhance the potential for my property and therefore my financial situation. A growing body of survey research suggests millennials intend to gravitate toward and prefer a higher-density, more walkable residential area than the cul-de-sac communities of their parents. Inglewood is extremely walkable, not only to live in but to walk to work downtown. I can put 2 new homes with parking on my lot and obtain far more financial benefit from a market of everyone who wishes to live in a walkable downtown community. Inglewood itself would benefit from an influx of young people ...likely high-income earners working downtown, spurring local consumer spending at the nearby walking distance shops and, therefore, improved local shop prosperity. Many depressed North American inner cities have slowly deteriorated and been partially abandoned due to a lack of interest to live in their core areas, let's help get ahead of the problem and encourage development by removing the AVPA barrier. By so doing you will facilitate the replacement of land-hungry, unsalvageable bungalows with an increased quantity of affordable, smaller, inner-city density-increasing homes. We should learn from the mistakes of cities who are, today, now fighting to attract people back to their inner locales
- There has been a great deal of intensification in Inglewood despite the AVPA being in place. It seems ridiculous (and even unethical) to start enforcing it now. Given Inglewood's proximity to downtown, it is appropriate for Inglewood to increase its density.
- Inglewood is an historical residential community. Any further high-density buildings will have a negative impact on the integrity of the community.
- noise pollution affecting peoples health and opening it up to more flights over this area and the airports using this area to turn through and over the SW. for out going planes.
- Yes, positive indeed. Inglewood would be able to evolve and grow in a manner benefiting Calgary. Removing all restrictions from Inglewood not only gives Inglewood owners the same rights as other

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city property owners, it is environmentally and financially responsible. It is financially responsible because it allows increased population without increased infrastructure. It is environmentally responsible because it would reduce commuting burden/congestion from city roads and vehicular-pollution because many Inglewood residents can walk to work and to other needs, (my spouse and I rarely use our cars); also, inner city development helps mitigate urban sprawl.

- Negative - There could now be high density development that will significantly and irreversibly change the current heritage character of the neighbourhood.
- very positive for maintaining our inner city development opportunities and thus the sustainability of the our city centre.
- I think that the biggest issue here is the community as a whole. The current restrictions limit the ability of the community to have well-integrated mixed uses that cater to a broad demographic spectrum. It limits the ability of the City to increase inner-city density. Without this change, it means that the only developments that could occur are single-family infills which offer very little in terms of a diverse community with affordable housing options. The fact that this is currently hindering the YWCA to move their facilities here is ridiculous...the YWCA would be a wonderful addition to the community and i think the central, yet family-friendly location is ideal for the YWCA. I find it completely baffling that sound barriers for roads are only required to limit sound to less that 65dB, yet the City is limiting residential developments due to occasional 30dB air traffic.
- Inglewood is a vibrant inner city community and development limitations over and above the land-use bylaw seem like an unnecessary hindrance to the ongoing improvement, redevelopment and densification of the community. As a resident living in the NEF 30-35 corridor, I don't feel that plane noise is disruptive. I think it should be the choice of the residents to live/buy/develop property in the flight path rather than an imposed limitation.
- I believe that the community benefits from increasing the density, however there should be caution regarding the balance of density in relationship to the existing community.
- "This is like High River allows MORE residential developments in the flood area.
- You are creating future problems."
- Inglewood and Alyth - Bonnybrook will benefit from increased density and urbanization
- I believe it would allow redevelopment in alignment with city's strategic goals.
- The Inglewood community has been flooded numerous times in the past by both the Bow river and the Elbow river. As we saw in2013 there is little man can do to impede floodwaters. Global climate change will likely result in more frequent and more severe events in the future. Increased density should be focused in areas that are less likely to result in infrastructure loss and emergency management risks.
- Changing the restrictions will result in additional complaints of Chemtrails from doofus artists that will seek out living in an area of sweater shops.
- It opens the gate for one of the most historical areas in Calgary to have it's character changed for ever. It will bring about many problems regarding parking and change the character of the neighborhood.
- See above

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- Increased density is a good thing. Might get a major chain grocery store one day.
- See above comment.
- Overcrowding is a real issue. Not all of Inglewood is affected by the AVPA - let the developers do their business in areas outside the restricted area. Higher density does not make a neighbourhood better in any way.
- "The proposed amendment will definitely have a negative affect. The alderman pushing for the amendment has his own financial interests in mind, and those of his development buddies.
- The AVPA was not put in place on a whim and should not be changed so that they can reap a financial benefit while we get stuck with overcrowding."
- Cramming more people under flight paths will not make anything better.
- If it allows for the preservation of historic homes by allowing secondary suites to be developed, this would be a huge win.
- While most home-owners will probably welcome this proposed change to the regulation because they see \$\$ signs, I believe it could change the current streetscape of single family homes and encourage the tearing down of older houses which would otherwise be renovated and serve to preserve the historic character of the Inglewood neighbourhood. Parking and increased traffic through our neighbourhood also becomes an issue with densification.
- Less restriction on land use is positive.

Are there any other options that Council should consider in regards to the proposed amendment?

- There are ways of making any restrictions equitable for owners without changing the character of the neighborhood. There cannot be any fulsome consultation when only Inglewood, not any of the other affected communities are involved, which simply serves to emphasize the underlying motives of this silly NoM.
- Leave it as it is. It's been just fine for over 100 years.
- As the sound from overhead airplanes have drastically decreased as buildings have become vastly improved when hit comes to sound insulation, the AVPA restrictions, other than highrise construction, should be entirely removed.
- This appears to be the last place for me to make a comment even though it isn't the question above. The new building standards for this area requires added sound insulation and triple pane sound deadening windows. Airplanes are becoming quieter every year and older aircraft are continually being retired. The sound is becoming less and less an issue. Perhaps you should place a comment on the titles for properties in the current AVPA so people are aware there has been an issue; however, I live smack dab in the middle of the AVPA and the airplane sound is insignificant and not a bother whatsoever. I will give my own cell phone number for the complaints about aircraft noise and handle the call if it is a bother for whomever is receiving those complaints these days. Please remove the residential development prohibition in the AVPA.
- "Allow all secondary suites and duplex applications. Allow higher developments, and support increased density.

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- Its good for businesses, it costs the city less than developing new suburbs, we need more revitalization in and near the core so that more than just restaurants and pubs are open after 5pm. The city core still pretty much closes at 5pm!"
- Parking on-site should be the requirement for any downtown development.
- Perhaps some kind of required notation on land titles or wherever appropriate indicating the property is within the flight path so "buyer beware".
- OK for densification of services along 9th Ave but there are currently sufficient high density housing.
- Don't change anything until you have stopped flights over this area and other areas of the city which the current council tends to not want to approach which could indicate we need a new council that is willing to fight for the people on the ground. I am referring to out going traffic
- No restrictions. Restrictions should be removed completely making the Inglewood property owners' situation equal to other Calgary owners and simplifying municipal administration.
- Ask the Province to make one small adjustment to the AVPA. Allow existing residences to have a secondary suite.
- Certainly they need to consider the input of people who live in these areas and what their 'real life' living experiences have been. It should be used as a barometer for the scientific data that is used when placing or evaluating the restrictions.
- I see no reason why any residential use should be excluded. It has been stated by the very people who implemented the restriction that the intent was not to limit secondary suites. the City's continued effort to limit this and other types of affordable housing is, frankly, disgusting. Allowing councillors to act on the misinformation, ignorance and prejudice that is rampant in community consultation is, at the very least, unprofessional and irresponsible. Let people decide for themselves where they want to live and what they want to do with their own properties. I own a home in the NEF30 zone and recently applied for and built an approved secondary suite. The suite helps us to afford the outrageous cost of inner city housing, helps our younger family members live independently and affordably, keeps the community vibrant and ensures future option for safe and affordable housing. Preventing suites like ours in the future would be damaging to the community.
- The AVPA restrictions should AT LEAST be relaxed for secondary suites. The noise impact on secondary units is no more than the existing primary unit, and in most cases much less as the suites are often in basements.
- At the base of this regulation is the noise level from the planes, which can at times be bad. Increasing or limiting the density will not stop the noise only the number of people affected by it. If you choose to live in the flight path of noise that is your choice. This is a fantastic location to live and the sacrifice is the noise.
- Change the aircraft traffic path.
- Include IE lands in the amendment as they may one day have Land Use changed to allow for residential - as is the case with our project
- limited changes would be good but it is actually the bigger stuff that is more important to align with strategic goals. Perhaps identify key sites to include such as truck stop and storage site along 9th

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and the brewery. What about areas included as part of Main Streets. Instead of complete exemption for the area - identify key areas for redevelopment to include.

- The AVPA area in Inglewood has been mostly a light to heavy industrial area not residential zoning. Areas under aircraft flight paths should not be developed as residential zones due to noise and possible risks associated with airplanes accidents in areas that are close to the ends of the runways. These areas should be parks, roads or light industrial areas. The AVPA should be amended to be more restrictive on residential development.
- Change Inglewood back To an industrial area much like it has always been with Gulf oil refinery, Calgary brewery, Canada Packers, Alyth yards Calgary stock yards etc. The area is slum always has been and always will be.
- We already are zoned for secondary suites. We want to avoid high density building. We are on a flight path therefore the restrictions should be maintained.
- Secondary suites should be strongly considered, but not as stand alone two storey structures such as those presently being constructed in Bridgeland. I feel secondary structures should be considered constructed as mother in law suites or as the multitude of already existing non-conforming suites, such as basement units with their own access.
- No. The restrictions were put in place for legitimate reasons - which have not changed nor gone away.
- Basement secondary suites could be allowed.
- Go in the opposite direction and promote a depopulation of areas under flight paths, especially as this area is also in a flood plain.
- Exemptions should only be made in special circumstances with the approval of the Inglewood Community Association's Redevelopment committee, who work hard to ensure that proposed new developments fit into the ARP guidelines which were written by the community for the community.

Online poll:

- I am in favour of the proposed amendment to the AVPA – 14
- I am opposed to the proposed amendment to the AVPA – 18

**Planning & Development Report to
SPC on Planning and Urban Development
2018 December 03**

**ISC: UNRESTRICTED
PUD2018-1226**

Cannabis Store Separation Distance Policy for Eighth Avenue South Downtown

EXECUTIVE SUMMARY

This report proposes amendments to the Cannabis Store Guidelines to add a 300 metre separation distance between Cannabis Stores with at-grade entrances on parcels along Eighth Avenue South in the Calgary Downtown Business Association Business Improvement Area. This portion of Eighth Avenue from Macleod Trail S.E. to Ninth Street S.W. includes Stephen Avenue Mall, a pedestrian-oriented retail, dining and entertainment area. It is important that Eighth Avenue South develop a complete retail street to support a quality public realm, liveability and continued commercial and residential development. The purpose of the separation distance is to prevent clustering and ensure there is a wide variety of at-grade retail and other commercial opportunities.

ADMINISTRATION RECOMMENDATION:

That the Standing Policy Committee on Planning and Urban Development recommends that Council adopt, by resolution, the proposed Cannabis Store Guidelines shown in Attachment 1.

**RECOMMENDATION OF THE SPC ON PLANNING AND URBAN DEVELOPMENT, HELD
2018 DECEMBER 03:**

That Council adopt, by resolution, the proposed Cannabis Store Guidelines shown in Attachment 1.

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2018 July 23 Combined Meeting of Council the following motion was carried:

“That Council direct Administration to consult with the Calgary Downtown Association on separation distances relating to Cannabis Store locations, “Locations along Stephen Avenue Mall Retail Area,” with the appropriate long-term options to reduce clustering, and return to the Standing Policy Committee on Planning and Urban Development with recommendations on potential retail spacing options, no later than Q4-2018.”

At the 2018 July 23 Combined Meeting of Council, second and third readings were given to Bylaw 26P2018, as amended, in order to list Cannabis Store in the appropriate land use districts to allow Administration to make decisions on Development Permit applications.

At the 2018 June 25 Regular Meeting of Council, a motion to approve amendments to the Cannabis Store Guidelines to add a 10 metre separation distance from a Cannabis Store to a Child Care Service and a 30 metre separation distance from a Cannabis Store to a Payday Loan, Pawn Shop and a Place of Worship was approved by Council.

At the 2018 April 5 Combined Meeting of Council, three readings were given to Bylaw 25P2018, which put in place the new Cannabis Store, Cannabis Facility and Cannabis Counselling uses and their associated rules. Council also gave first reading to Bylaw 26P2018, which listed

Cannabis Store Separation Distance Policy for Eighth Avenue South Downtown

Cannabis Stores in the appropriate land use districts. Council also adopted, by resolution, the Cannabis Store Guidelines.

BACKGROUND

Eighth Avenue South within the Calgary Downtown Business Improvement Area (BIA) is comprised of two areas. The first is from Macleod Trail S.E. to Third Street S.W. During the day, this portion is bicycle and pedestrian-only, with no vehicle access, and includes Stephen Avenue a recognized National Historic Site of Canada. The area of Eighth Avenue west of Third Street S.W. to Ninth Street S.W. accommodates both vehicles and pedestrians. Together, these areas are the main retail corridor for visitors to the Downtown. The purpose of a BIA includes: to improve, beautify and maintain property; develop, improve and maintain public parking; and, promote business and shopping.

Cannabis Store separation distances are in both the Land Use Bylaw and the Cannabis Store Guidelines (see background contained in Attachment 2), and are used for three reasons:

1. They limit access, visibility and influence from and on sensitive uses (e.g. schools);
2. They manage clustering and proliferation (e.g. many stores too close to each other or too many in one area); and
3. They help ensure opportunities for a variety of commercial uses can occur.

The 300 metre separation distance between Cannabis Stores were not originally applied in the Commercial Residential District (CR20-C20/R20), the predominant land use district in the downtown, as it is traditional and customary for a downtown to contain large numbers of similar commercial uses. While Administration is not concerned with the clustering or proliferation generally in the downtown, Eighth Avenue South has a unique pedestrian-retail context that could be impacted more than other locations in the downtown, given the desire to have a diversity of retail opportunities. There is a concern that a proliferation of Cannabis Stores may reduce the diversity and mix of other retail, food and entertainment uses needed to develop a high-quality retail environment.

To date, four applications for Cannabis Stores on Eighth Avenue South have been received. Two were approved and two refused. The Subdivision and Development Appeal Board (SDAB) overturned one refusal resulting in three approved stores. Attachment 3 shows the locations of the three approved stores and the one refused store. The two stores approved by the Development Authority are located at 777 and 219 Eighth Avenue S.W. The store approved by the SDAB is located at 121 Eighth Avenue S.W. This store is approximately 160 metres from the store approved at 219 Eighth Avenue S.W. The application that was refused was proposed at 105 Eighth Avenue S.W.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Eighth Avenue South in the downtown does have similarities to other mixed-use corridors in Calgary where there is a 300 metre separation distance between Cannabis Stores to prevent clustering and provide opportunities for a variety of retail uses. A 300 metre separation distance between Cannabis Stores on Eighth Avenue South would help develop a complete retail street that will support a quality public realm in this important area. A complete retail street includes a

Cannabis Store Separation Distance Policy for Eighth Avenue South Downtown

variety of stores and services that supports liveability and a quality public realm and which promotes residential development.

Administration reviewed the different areas of the downtown to understand the unique nature and the connectivity of Eighth Avenue. Although the daytime pedestrian-only portion of Eighth Avenue ends at Third Street S.W., bicycle lanes continue the connection that Stephen Avenue provides to the east end of the downtown to the west end of the downtown. Further, the CORE shopping centre bridges past Third Street S.W. and Fourth Street S.W., while venues such as the Globe Cinema and the University of Calgary Downtown Campus are located further west on Eighth Avenue South. As these areas are connected and are becoming more integrated, Administration thinks they should be managed together with similar policy.

The proposed separation distance only applies to street level locations directly fronting onto Eighth Avenue and should not apply to Cannabis Stores located within an enclosed mall (e.g. the CORE Shopping Centre and Bankers Hall) because the impact of Cannabis Stores on the outdoor street level pedestrian experience is limited when they are inside a mall. Although there could be clustering within an enclosed shopping mall, shopping mall operators and tenant groups generally strive to manage the mix of stores in an appropriate manner, and enclosed shopping mall operators manage impacts (noise, line-ups, etcetera) within malls.

Administration contemplated different separation distances based on the impacts and potential opportunities. A 150 metre separation distance would potentially allow opportunities for about 10 or 11 Cannabis Stores at-grade along Eighth Avenue South from Macleod Trail S.E. to Ninth Street S.W. Administration also considered whether the separation distance should be implemented in the Land Use Bylaw or the Cannabis Store Guidelines. It was felt that the guidelines would provide clear direction to the Development Authority and prospective Cannabis Store operators, while giving the Development Authority a measure of flexibility. Finally, it was determined that a simple numerical limit of Cannabis Stores on Eighth Avenue South would be ineffective because it would allow clustering.

The map in Attachment 3 highlights the potential effects of a 300 metre separation distance and shows that, with a 300 metre separation distance, there will still be an opportunity for two additional Cannabis Stores at-grade along Eighth Avenue South in addition to the three already approved. There will also be opportunities for Cannabis Stores throughout the remainder of the downtown, within enclosed shopping centres and elsewhere in the Centre City.

Conclusion

For these reasons discussed above, Administration recommends the Cannabis Store Guidelines should be amended to include a 300 metre separation distance between Cannabis Stores with at-grade exterior entrances on parcels that abut Eighth Avenue South between Macleod Trail S.E. and Ninth Street S.W. This policy would assist the Development Authority in refusing proposed stores that are significantly closer than 300 metres to each other, such as the store approved by the SDAB at 121 Eighth Avenue S.W. The parcels affected by the proposed policy are shown on the map in Attachment 3. Implementation of the proposed separation distances in the Cannabis Store Guidelines provides a rationale for the separation distance, and the guidelines also offer flexibility for the Development Authority in making decisions.

Cannabis Store Separation Distance Policy for Eighth Avenue South Downtown

Finally, Administration also thinks the clarity of the Cannabis Store Guidelines could be improved by inserting a new title (Concentration of Cannabis Stores in communities) for the portion of the Cannabis Store Guidelines that relate to the overall number and density of Cannabis Stores that are allowed in communities. This is reflected in the proposed amendments. Attachment 4 shows the 'redline' version of the Cannabis Store Guidelines (strikeouts for deleted words and highlights for added words).

Stakeholder Engagement, Research and Communication

Administration has consulted directly with the Calgary Downtown Association, NAIOP, an organisation that represents owners and investors in office, industrial, retail and mixed-use real estate, the Building Owners and Managers Association (BOMA) and BILD Calgary Region. Administration has also requested input from existing Cannabis Store operators. A letter of support from the Calgary Downtown Association is included in Attachment 5.

Strategic Alignment

Two objectives of the Municipal Development Plan (MDP) are to create a city attractive to people and business. The Plan's policies include providing "... safe and healthy communities with a variety of housing choices, employment opportunities, local retail and services and mobility options" (MDP Policy 2.1.1 a.) and attracting and retaining "...suitable business and industry in Calgary by fostering economic diversification and providing a climate that supports and enhances economic activity" (MDP Policy 2.1.2 a.). The proposed separation distances in the Cannabis Store Guidelines are intended to provide opportunities for Cannabis Stores balanced with opportunities for other uses.

Social, Environmental, Economic (External)

Social

Limits on the number of Cannabis Stores located on Eighth Avenue South may help promote a greater variety of retail opportunities. This may help build Eighth Avenue as an important shopping destination and attract residential development and visitors to downtown.

Environmental

Separation distances between Cannabis Stores may mitigate the potential impacts of noise, lighting and activity that might have occurred if there was clustering.

Economic (External)

While separation distances between Cannabis Stores along Eighth Avenue South create opportunities for a variety of other uses, they may reduce opportunities for landlords to lease to Cannabis Stores.

Financial Capacity

Current and Future Operating Budget:

No impacts have been identified.

Current and Future Capital Budget:

No impacts have been identified.

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Cannabis Store Separation Distance Policy for Eighth Avenue South Downtown

Risk Assessment

Not implementing a separation distance along Eighth Avenue South means that Cannabis Stores could cluster and reduce opportunities for a variety of retail, food and entertainment uses to develop.

REASON FOR RECOMMENDATION:

A 300 metre separation distance between Cannabis Stores along Eighth Avenue South within the Calgary Downtown Association Business Improvement Area prevents clustering and promotes a diversity of retail opportunities.

ATTACHMENTS

1. Attachment 1 - Proposed Cannabis Store Guidelines
2. Attachment 2 - Background on Separation Distances for Cannabis Stores in Calgary
3. Attachment 3 - Cannabis Stores on Eighth Avenue South
4. Attachment 4 - Redline Copy of Proposed Cannabis Store Guidelines
5. Attachment 5 - Letter of Support from the Calgary Downtown Association

CANNABIS STORE GUIDELINES

Objectives

1. To ensure opportunities for Cannabis Stores on main streets and in communities are balanced with opportunities for other types of commercial uses. A variety of commercial uses provide communities with options, supports economic diversification and helps build a complete retail street.
2. To promote a full range and a mix of commercial uses and opportunities along main streets and in communities.
3. To avoid the potential for negative perceptions that may be created about a community when there is an over concentration or clustering of Cannabis Stores along a main street or in a community.
4. To ensure Cannabis Stores are not located too close to public and private schools in order to limit convenient access and lower the profile and visibility of cannabis to young persons.
5. To manage the potential socio-economic impacts of the clustering and concentration of Cannabis Stores.
6. To recognize the unique status of Eighth Avenue South in the downtown as a central destination for shopping, restaurants, entertainment and Calgary's only pedestrian mall, and to balance opportunities for Cannabis Stores in this area with opportunities for other uses.

Guidelines

Concentration of Cannabis Stores in communities

There should not be a significant long-term difference in the concentration of Cannabis Stores between different main streets, communities or other areas. Recognizing that every location has unique characteristics (e.g. schools and other factors that affect a Cannabis Store location), generally a significant long-term difference would be characterized by more than a 25 per cent difference in the concentration of Cannabis Stores per unit population.

Separation Distance Between Cannabis Stores

The Development Authority must consider the overall number and density of Cannabis Stores on a main street, community or other area in comparison to other main streets, communities or areas in Calgary when considering a request for a reduction to the minimum separation distance between Cannabis Stores.

Additionally, the development authority may consider a reduction in the separation distance between Cannabis Stores when:

1. There is only one other Cannabis Store within the minimum separation distance; and

2. A proposed Cannabis Store is located on a different street or on the opposite side of the same street as the existing Cannabis Store;
3. A major road, expressway or river separates the proposed Cannabis Store from the existing Cannabis Store;
4. The proposed Cannabis Store is located in an enclosed shopping centre; or
5. An existing approved Cannabis Store proposes to relocate to a new location within 300 metres of its original location, provided that it does not move within the separation distance of a different Cannabis Store.

Separation distance to a school or an Emergency Shelter

The Development Authority may consider a minor reduction in the separation distance between a proposed Cannabis Store and a parcel that contains an Emergency Shelter or public or private school. If the depth of the average setback area from the property line of a parcel containing the Emergency Shelter or school building is more than or equal to the proposed relaxation it may be reduced that amount up to a maximum of 15 metres.

Separation distance to a vacant municipal and school reserve or school reserve parcel

The Development Authority may consider issuing a time-limited Development Permit for a Cannabis Store when considering a reduction in the separation distance between a Cannabis Store and a vacant municipal and school reserve or school reserve parcel.

Location near a Payday Loan, Pawn Shop, Place of Worship or Child Care Service

The Development Authority should generally not approve a Cannabis Store within 30 metres of a Payday Loan, Pawn Shop or Place of Worship and within 10 metres of a Child Care Service. The Development Authority is not required to apply this guideline in all cases, but should consider the overall number and concentration of Payday Loans, Pawn Shops and Cannabis Stores on a Main Street or in an area, as well as the local context.

Locations on Eighth Avenue South in the Downtown between Macleod Trail S.E. and Ninth Street S.W.

To ensure opportunities for a broad range and mix of commercial uses along Eighth Avenue South, the Development Authority should generally not approve a Cannabis Store on a parcel that abuts Eighth Avenue South when it:

- a) Is between Macleod Trail S.E. and Ninth Street S.W.
- b) has an at-grade exterior entrance; and
- c) is within 300 metres of another Cannabis Store with an at-grade exterior entrance on a parcel that abuts Eighth Avenue South.

Cannabis Store separation distances are located in the Land Use Bylaw as rules and in the Cannabis Store Guidelines as policy.

The following separation distances are listed in the Land Use Bylaw:

Table 1: Separation Distance from Cannabis Stores in the Land Use Bylaw

To	Distance	Districts
Liquor Store	Not abutting	All except regional commercial (C-R2 and C-R3 and downtown (CR20-C20/R20)
Vacant school parcels	100 metres	All
Schools	150 metres	All except regional commercial (C-R2 and C-R3 and downtown (CR20-C20/R20)
Emergency Shelter	150 metres	All except regional commercial (C-R2 and C-R3 and downtown (CR20-C20/R20)
Cannabis Store	300 metres	All except regional commercial (C-R2 and C-R3 and downtown (CR20-C20/R20)

A separation distance in the Land Use bylaw it is a rule and must be met or 'relaxed' at the discretion of the Development Authority. Relaxations can be approved if there are sufficient reasons to support the request, or if there is policy that supports the relaxation (e.g. Cannabis Store Guidelines).

Council has also approved separation distances from Cannabis Stores to certain sensitive uses in the Cannabis Store Guidelines, as follows:

Table 2: Separation Distance from Cannabis Stores in the Cannabis Store Guidelines

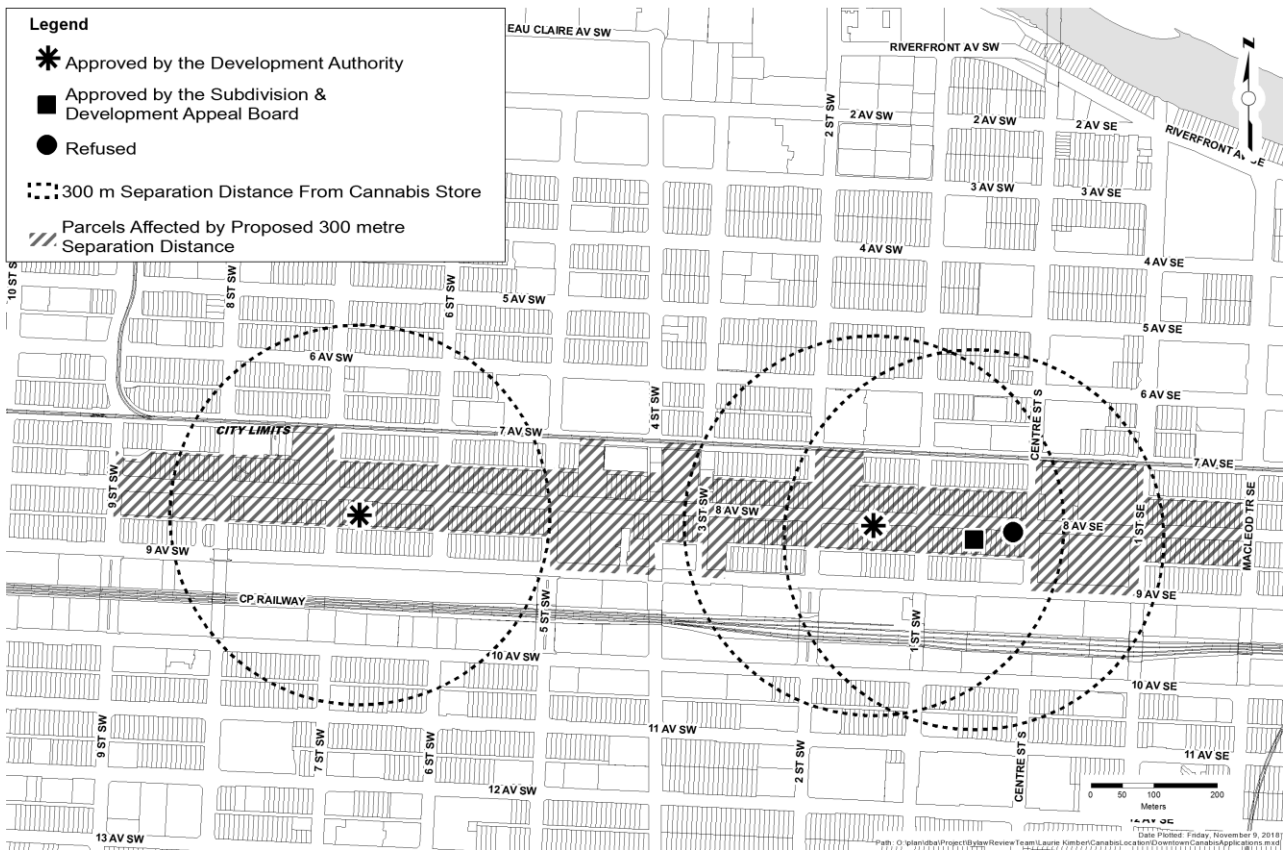
To	Distance	Districts
Child Care Service	10 metres	All
Payday Loan	30 metres	All
Pawn Shop	30 metres	All
Place of Worship	30 metres	All

The Cannabis Store Guidelines are Council policy. They explain the purpose of the separation distances. They also guide the Development Authority to make decisions on requests for reductions of the separation distances and the overall concentration of Cannabis Stores in communities.

Separation distances in the Guidelines are more flexible than when listed in the Land Use Bylaw because a reduction to separation distances in the Guidelines can be approved without a relaxation.



Development Permits for Cannabis Stores on Eighth Avenue South in the Downtown April 24, 2018 - September 18, 2018



CANNABIS STORE GUIDELINES

Objectives

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2. To promote a full range and a mix of commercial uses and opportunities along main streets and in communities.
3. To avoid the potential for negative perceptions that may be created about a community when there is an over concentration or clustering of Cannabis Stores along a main street or in a community.
4. To ensure Cannabis Stores are not located too close to public and private schools in order to limit convenient access and lower the profile and visibility of cannabis to young persons.
5. To manage the potential socio-economic impacts of the clustering and concentration of Cannabis Stores.
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- c) is within 300 metres of another Cannabis Store with an at-grade exterior entrance on a parcel that abuts Eighth Avenue South.



October 23, 2018

The City of Calgary
P.O. Box 2100, Station M
Calgary, AB, T2P 2M5

Attention: Members of Council

Re: Cannabis Stores Separation Distance - Stephen Avenue and 8th Avenue SW

The Calgary Downtown Association (CDA) has expressed concerns regarding the potential of a proliferation of cannabis related uses along Stephen Avenue and 8th Avenue SW in a letter to City Council (July 23, 2018).

As such, CDA is in support of City Administration's recommendation to require a minimum 300-metre separation distance between cannabis stores with at grade entrances on 8th Avenue from Macleod Trail South to 9th Street SW. We believe that a requirement of a minimum 300-metre separation between cannabis stores will help to alleviate concern among neighbouring businesses about how cannabis stores will contribute to the existing commercial environment, and maintain the desired diversity and mix of quality retail and commercial uses.

We appreciate the opportunity to work with Administration in the consideration of potential negative impacts from clustering or over concentration of this use along 8th Avenue, including Stephen Avenue and its designation as a National Historic Site.

Thank you for your consideration in this matter.

Yours truly,

A handwritten signature in blue ink, appearing to read 'Marco De Iaco'.

Marco De Iaco, Executive Director
Calgary Downtown Association

cc: Suzanne Baden, Board Chair, Calgary Downtown Association
Eileen Stan, Vice Chair, Calgary Downtown Association
Laurie Kimber, Planner, Calgary Growth Strategies, The City of Calgary

SUITE 520, LANCASTER BUILDING
304-8th Avenue SW
Calgary, Alberta T2P 1C2

403-215-1570
info@downtowncalgary.com

WEB downtowncalgary.com
BLOG getdown.ca



**Planning & Development Report to
SPC on Planning and Urban Development
2018 December 03**

**ISC: UNRESTRICTED
PUD2018-1369**

Building Maintenance Bylaw Update

EXECUTIVE SUMMARY

The City of Calgary is committed to working with property owners to ensure that buildings are safe for residents, neighbours, businesses, and Calgarians. The Alberta Building Code states that a building owner may not allow an unsafe condition to be sustained. However, there is no clear requirement to maintain buildings. The City has investigated many incidents related to falling debris, cracks or collapse. From these investigations, we know that many incidents were due, at least in part, to deferred maintenance.

To address that legislative gap and to enhance safety incident prevention, Calgary Building Services proactively created the Building Maintenance Bylaw 33M2016. This bylaw was adopted by City Council in June 2016 with an implementation date commencing in January 2017. The bylaw requires building owners to ensure minimum levels of building maintenance are occurring on their buildings.

By 2021 January 1 the Building Maintenance Bylaw requires that a visual assessment be completed by the owners of Calgary's 584 buildings that are five storeys or greater and 10 years old or older. To reduce the probability of a structural failure in these buildings, City Council directed City Administration, through consultation with industry representatives and advocacy organizations, to evaluate expanding the scope of the Building Maintenance Bylaw beyond critical exterior safety factors to include maintenance of building structures.

This report includes the results of the recent consultation with industry representatives and advocacy organizations as well as a proposal to comprehensively evaluate the Building Maintenance Bylaw prior to recommending changes to the bylaw.

ADMINISTRATION RECOMMENDATION:

That the Standing Policy Committee on Planning and Urban Development recommends that Council:

Allow sufficient time for Administration to review the effectiveness of the Building Maintenance Bylaw and direct Administration to provide a monitoring report to Council through the SPC on Planning and Urban Development no later than Q3 2020 and a final evaluation report with a scoping report, risk matrix and amendments if required through the SPC on Planning and Urban Development no later than Q1 2022.

RECOMMENDATION OF THE SPC ON PLANNING AND URBAN DEVELOPMENT, DATED 2018 DECEMBER 03:

That the Administration Recommendation contained in Report PUD2018-1369 be adopted.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 March 19, Council adopted Notice of Motion C2018-0300, directing Administration to:

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Building Maintenance Bylaw Update

- Consult with industry representatives and advocacy organizations, to evaluate expanding the scope of the Building Maintenance Bylaw to include maintenance of building structures; and
- Return to City Council through the Standing Policy Committee on Planning and Urban Development, with a scoping report and risk matrix, no later than the end of Q4 2018.

BACKGROUND

To better protect the public through the prevention of hazardous events, The City identified the need to establish minimum maintenance requirements for all tall buildings (defined as five storeys or more). The Building Maintenance Bylaw (Attachment 1) requires owners of tall buildings to undertake a process to keep them safe and hazard free, to provide a way for owners to identify potentially hazardous conditions early on, and to ensure remedial action is taken so that hazards do not materialize.

Administration established an external stakeholder working group who met regularly over a period of fifteen months (from March 2015 through May 2016) to discuss the issues and provide input. Stakeholders provided their views on safety, their current practices, requirements for a person qualified to perform a visual assessment, scope and frequency of assessments and other topics. The critical issues for the stakeholders were addressed through a collaborative effort in creating the bylaw. The result is the ability to use evidence based analysis to assess risks to the public of deferred maintenance on a tall building.

In response to the 2018 March 19 Notice of Motion, Administration reconvened the original stakeholder group at an in-person meeting held on 28 June 2018 and with members of the Renters Action Movement on 11 October 2018. The purpose of the engagement was to gain an understanding of what the impact would be of expanding the Building Maintenance Bylaw to include a structural review and what the value would be of creating a risk matrix. A targeted survey was also open for both of these groups from mid-July to late September. The detailed summary of these engagement activities is found in Attachment 2.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Administration is reporting back to Council to share stakeholder feedback, key learnings and to get approval from Council to complete a comprehensive evaluation of the Building Maintenance Bylaw.

Stakeholder feedback – Building Owners, Managers and Operators

When discussing working within the current Building Maintenance Bylaw, and sharing any early learnings, many participants indicated that they found this challenging to do, stating that they haven't worked with it enough to provide thoughtful feedback. Of the input that was given by participants, the following themes were captured:

- The Building Maintenance Bylaw is needed and it does serve a purpose.
- Review of buildings requires experienced professionals.
- The bylaw needs to better define who can complete a Building Exterior Visual Assessment.
- A more streamlined process with flexibility in accepting an engineering report is needed.
- Structural review/testing could better protect both the occupants, the public and the property owners but it would be costly.

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Building Maintenance Bylaw Update

- Structural testing would be challenging to implement as part of the bylaw as there are many factors to consider.
- A risk matrix could add complexity and cause confusion for external stakeholders if added as a requirement to the Building Maintenance Bylaw

Stakeholder Feedback – Tenants & Tenants Rights Groups

Administration listened and learned from the experience from the tenant's perspective during a building evacuation and discussed how the Building Maintenance Bylaw could help support the building occupants and members of the public. Participants provided input that was focused on a building evacuation, risks to a building and understanding the impact of structural testing on building occupants. High level themes from the engagement conducted are:

- More streamlined communication is needed for building occupants and the public should an evacuation of a building be required.
- There is a need to have a staggered evacuation procedure in place to provide more time to get belongings out of the building.
- Participants indicated that they did not know the Building Maintenance Bylaw existed.
- Tenants should have a way to know if their building is in a safe condition, much like a business certificate.
- If the cost of a structural review were to be passed onto the occupants, there could be an impact to affordability.

Key learnings

Determining the actual risk associated with a building is complex and requires an experienced technical person to review specific building components. Care must be taken in deciding on how to convey building safety information. However, additional information can be developed to help guide both the public and building managers in evaluating whether there are concerns that should be brought forward and addressed.

Building owners, tenants and professionals acknowledge the value of the bylaw and could support an increased rigour of inspections, but are cost conscious and concerned about the unintended consequences to things like affordability. More time to work with the current bylaw and more data is needed before making changes to the bylaw. Ultimately, all stakeholders support safe, clean and livable spaces for Calgarians and cost should not outweigh safety for occupants.

Conclusion and recommendation summary

More time and data analysis is required to conduct a comprehensive evaluation of the Building Maintenance Bylaw. In addition to data collection and analysis required to complete a successful evaluation, it will be necessary to establish an external stakeholder committee to meet regularly to discuss findings and to address issues early.

The main purpose of the evaluation would be to:

- Review the findings of the visual assessments and if required, make recommendations for changes to the Building Maintenance Bylaw and/or the Building Exterior Visual Assessment requirements based on evidence.

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Building Maintenance Bylaw Update

- Align and communicate any changes to the bylaw or to the Building Exterior Visual Assessment with the next Building Exterior Visual Assessment review cycle.
- Provide simple, easily understood information to existing and potential occupants of buildings that would raise awareness of the risks associated with deferred maintenance on existing buildings.

A comprehensive evaluation will mean that all 584 Building Exterior Visual Assessments will need to be reviewed by The City and the results shared with the stakeholders on an ongoing basis, before the start of the next Building Exterior Visual Assessment review cycle, which is set to commence in 2022. The workload to review the assessments can be managed within existing budgets provided the number of reviews are kept to 146 for each year over the full implementation period (2018-2021).

Administration is proposing to provide an update report to Council by Q3 of 2020 ahead of mid-cycle budget adjustments and to return to the Standing Policy Committee on Planning and Urban Development with complete Building Exterior Visual Assessments data and recommendations for changes (if required) no later than Q1 2022.

In the interim, Administration will continue to ensure staff resources are available to respond to building safety incidents. Additional efforts are also being explored on how to create better public awareness of the important role the public can play in reporting building safety concerns to The City.

Stakeholder Engagement, Research and Communication

The creation of the initial Building Maintenance Bylaw was developed using a stakeholder engagement process. In response to the March 2018 Notice of Motion, The City conducted engagement with the original stakeholders to collect input on structural review components, discover early learnings from users of the bylaw, and give the opportunity to groups previously not engaged when the bylaw was developed.

Two in person engagement sessions with the original stakeholder group occurred (late June and late November) as well as a targeted survey that was open from mid-July to late September. One in person engagement session was held with representatives of the Renters Action Movement and an online survey was made available in September and October for those not able to meet in person.

Strategic Alignment

The Building Maintenance Bylaw is a tool that supports safe and inspiring neighbourhoods. It enables The City to support businesses and communities in ensuring every Calabrian lives in a safe neighbourhood. The bylaw also helps to build resiliency, advance business continuity and capacity to prepare for and respond to natural disasters and emergency situations.

Social, Environmental, Economic (External)

Ensuring that buildings are safe means that they must be maintained. Well-functioning buildings keep the economy moving and provides safe spaces and opportunity for most of the social and economic activities of the community.

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Building Maintenance Bylaw Update

Maintaining longevity of buildings contributes to protection of the environment by reducing the need to demolish buildings prematurely because they have not been properly maintained, thereby making wise use of existing resources.

Financial Capacity

Current and Future Operating Budget:

There will be some costs associated with communication, administration and enforcement of the new Building Maintenance Bylaw. Expenditures for these activities will be absorbed within the existing operating budget of the Calgary Building Services business unit for the remainder of 2018 and through 2021. Public education will be a collaborative effort amongst City partners and external stakeholders.

Current and Future Capital Budget:

Capital costs are not required to support the administration and enforcement of the Building Maintenance Bylaw.

Risk Assessment

The Building Maintenance Bylaw is aimed at reducing risk of harm to the general public caused by hazards associated with buildings that have not been assessed and maintained on a regular basis. The scope of the bylaw was crafted to focus on buildings that pose the highest risk to the public (five storeys or greater, 10 or more years old).

More data is required to properly determine what changes are appropriate for the bylaw. The comprehensive review of the Building Maintenance Bylaw in the coming years will allow The City to validate risk assumptions and to ensure risks on individual buildings are being mitigated.

Administration will continue to ensure staff resources are available to be able to respond to building safety incidents as they occur. In order to encourage people to report their concerns by contacting 311, a concept for how to communicate with the public about what happens by reporting building safety complaints is found in Attachment 3.

REASON(S) FOR RECOMMENDATION(S):

The Building Maintenance Bylaw provides The City of Calgary with a way to proactively ensure that buildings are regularly visually assessed and maintained. It is imperative that any changes to the scope of the bylaw are evidence based and are considered after reviewing the results of the initial cycle of implementation (2018 through 2021). The ongoing review of Building Exterior Visual Assessments will ensure building owners are operating within the parameters of the Building Maintenance Bylaw and will provide an opportunity for The City to work together with building owners in providing constructive input.

ATTACHMENT(S)

1. Attachment 1 – Building Maintenance Bylaw background
2. Attachment 2 – Engagement Summary
3. Attachment 3 – Building safety complaint process

Planning & Development Report to
SPC on Planning and Urban Development
2018 December 03

ISC: UNRESTRICTED
PUD2018-1369

Building Maintenance Bylaw Update

Building Maintenance Bylaw background

The City of Calgary's Building Maintenance Bylaw protects the public by requiring the exterior of Calgary's buildings to be visually assessed for necessary repairs every five years. This bylaw came into effect January 1, 2017. This bylaw is a proactive approach to fill the gap after the final inspection when a building is first constructed or renovated, and to address safety issues before they happen.

The bylaw applies to buildings that are five storeys or greater and over 10 years old. These buildings will require visual assessments on exterior walls and roofs, allowing The City to focus on the highest risk issues on the highest risk buildings.

There is a phased approach to bylaw implementation, where the oldest buildings must complete their visual assessments first, since these are typically a higher risk.

- For buildings under 10 years old as of January 1, 2016, The City will require a completed visual assessment as of the 10th anniversary of the date when the occupancy permit was issued.
- Building owners will be advised by mail when a Building Exterior Visual Assessment is required in the following year.
- After the initial visual assessment, each building should be on a schedule where the visual assessment is less than five years old.
- The owner is obligated to retain all the assessments for the life of the building. If the building is sold, the former owner must provide all assessments for the building to the new owner.

Audit Process

In an effort to ensure building owners are completing their Building Exterior Visual Assessment and to carry out a comprehensive review of the risks to buildings in Calgary, we will audit all buildings who are required to have completed a Building Exterior Visual Assessment. Safety Codes Officers will make a written request to building owners or operators requesting copies of the Building Exterior Visual Assessment documents, which would then be reviewed. The owner must provide all building assessments to The City within 14 days of a written request.

If the completed report shows the building "needs attention," the safety codes officer may ask for more information or for an anticipated timeline to address the issue.

If any item is "not acceptable":

- The City may request further information.
- The building owner must immediately advise The City of any hazards observed.
- The building owner must remedy the hazards. Please note that remediation work may require a permit and inspection.
- The City will follow up to ensure corrective action was taken.

The City may make further inquiries about any building, regardless of the assessment results.

Building exterior visual assessments

Calgary's new **Building Maintenance Bylaw** will help building owners reduce the risk of debris falling from buildings.



It applies to buildings that are:



Five stories
or greater

AND



10 years
and older

Owners of these buildings are required to have a building exterior visual assessment completed **every five years**.



Assessors must verify their qualifications at the bottom of the form and must have the education, training, skills and experience sufficient to carry out the visual assessment.



There is a form for both walls and roofs.

Components of the roofs and walls will be given a rating of green, yellow or red.



Green: Good condition and fully functional.



Yellow: May require attention; additional investigation required.



Red: Components need to be addressed immediately and reported to The City. Permits may be required.



Building exterior visual assessment forms must be made available to The City upon request and kept by the owner for the life of the building.

Engagement Summary

Project overview

The Building Maintenance Bylaw (BMB) was first introduced in January 2017, and is most notably one of only a few in North America. After several incidents in the city in 2017, a Notice of Motion was brought forward directing a review of the current bylaw. This expansion included maintenance of building structures, early learnings from the current BMB, and identify areas of opportunity where tenants' rights groups, particularly those who were impacted from Kensington Manor incident in November 2017, would be able to provide input that the bylaw could potentially support.

Engagement overview

From June to October 2018, The City of Calgary held two in-person workshops and one face-to-face interview. The first was with the representatives from the original advisory group who were involved in developing the initial Building Maintenance Bylaw to understand their current experience working within the bylaw, discuss any early learnings, and to explore the potential to expand the bylaw to incorporate structural testing. The second workshop and face-to-face interview were with who were impacted from Kensington Manor incident in November 2017.

From late July to early October 2018, The City of Calgary also hosted two separate online surveys to solicit feedback from these targeted stakeholder groups. The first survey was to the building industry, building owners and property owners, and the second survey, specifically targeted tenants and those who were impacted by the incidents in 2017. Input from both the workshops and online surveys will be used to inform recommendations for the Building Maintenance Bylaw Notice of Motion.

Note that this consolidated report includes a two-part high-level summary from the three in-person meetings and online feedback collected from each of these stakeholder groups, tenants and building owners.

What we asked

ADVISORY GROUP (Part 1)

Engagement sought public input through questions structured around the direction in the Notice of Motion.

Building Maintenance Bylaw – Early Learnings

1. Are there any areas of concern for you working with the Building Exterior Visual Assessment or other parameters of the Building Maintenance Bylaw?
2. Do you have any issues or challenges adhering to the the Building Maintenance Bylaw at its current state?
3. What would you say is working well with the Building Maintenance Bylaw? Why?
4. What would you say isn't working well with the Building Maintenance Bylaw? Why?
5. Do you have any ideas around how this could be improved?
6. Do you have any concerns with the overall current state of the BMB? Why?

Structural Testing

1. Would a structural review protect the public or the building occupants?

2. What challenges do you foresee about incorporating a structural review in the Building Maintenance Bylaw?
3. What are the Top 5 visual concerns that could lead to a destructive review
4. When thinking about incorporating a risk matrix to support the BMB, what are the three highest risks that need to be mitigated?
5. What should be included in a risk matrix for the Building Maintenance Bylaw?

TENANTS & TENANTS RIGHTS GROUPS (Part 2)

Engagement sought public input through questions structured around the direction in the Notice of Motion.

Evacuation

1. In regards to your experience with the Kensington Manor incident, what are your Top 3 main concerns and why?

Building Maintenance Bylaw

2. Do you have any questions about the purpose of the bylaw and/or its limitations?
3. After reviewing the video and reviewing the materials explaining the purpose of the Building Maintenance Bylaw, can you share ideas on how this bylaw can address your concerns?
4. We are looking at do risk matrix that would support the Building Maintenance Bylaw. How can a risk matrix be useful to you?

Structural Testing

5. Part of the Notice of Motion is to look at potentially including structural testing as part of the bylaw. Structural testing in a more intrusive and robust-type of test that requires structural engineers to remove small sections of the building materials, which gives them the ability to test the performance and integrity of a structure. Conducting this kind of testing does come at a hefty cost, which the landlord or building owner would incur.

If the landlord was to pass this cost to the tenant by increasing the rent, can you please tell us how this would directly impact you?

What we heard

ADVISORY GROUP (Part 1)

Engagement sought public input through targeted questions structured around the direction in the Notice of Motion for the bylaw.

Building Maintenance Bylaw - Early Learnings

When discussing working within the current Building Maintenance Bylaw, and sharing any early learnings, many participants indicated that they found this challenging to do stating that they haven't worked with it enough to provide thoughtful feedback. Of the input that was given by participants, these Top 3 themes have been captured below and are supported by participant comments.

Top 3 Themes That We Heard	Participant Verbatim Comments
<p>Bylaw is Needed (Participants indicated that the bylaw does serve its purpose)</p>	<ul style="list-style-type: none"> • Visually obvious issues are being found. This is good. • Great program, as many people know exterior maintenance is not something that has been dealt with properly in the 38 years I have been in this trade. People don't worry about it until something serious happens. • Yes it does not allow for consideration of work that is in progress or for buildings that have a current Reserve fund study as per the condo act.
<p>Bylaw Requires More Rigor (Participants indicated that the bylaw needs to better define who can fill out these visual assessments)</p>	<ul style="list-style-type: none"> • Professionals should be completing these reviews. Need stricter rules on who can complete them. • The person who is to complete the assessment should be better defined. Also, it should be defined how the inspection should be conducted for high rise - drone, from grade, rope drops, etc • I suggest a form be supplied by City so all criteria are met, state if need Engineer stamp or ???
<p>More Streamlined Process (Participants indicated that the bylaw lacks clarity and requires more depth)</p>	<ul style="list-style-type: none"> • There is no flexibility in acceptance of an engineering report. we have a building currently undergoing exterior brick work and railing repairs and our roof anchors are also inspected annually. • The form is not user friendly. Thank you for finally correcting the mistakes on it I pointed out over a year ago. There is no place to write any explanations. • Maybe a website could be built for an online submission portal and if it isn't then someone at the city gets an automated notification of any buildings that have not complied.

Building Maintenance Bylaw –Structural Testing	
<p>When discussing working within the current Building Maintenance Bylaw and exploring the possibility of including structural testing, many participants indicated that this could be effective in protecting the public and building occupants, but that it would also be quite costly and implementing could be a challenge. These Top 3 themes have been captured below and are supported by participant comments</p>	
Top 3 Themes That We Heard Overall	Participant Verbatim Comments
<p>Cost (Participants indicated that structural testing is too costly should it be required.)</p>	<ul style="list-style-type: none"> • Cost too high as engineers' fees are \$\$\$\$ • Added high cost of engineer reports. for high rises unless they use a swing stage they cannot truly evaluate. A visual ground inspection is no different than a reserve fund study

<p>Occupant and Public Protection <i>(Participants indicated that structural testing could protect both the occupants and the public and the property owners.)</i></p>	<ul style="list-style-type: none"> • I think structural review would protect both groups. • It helps protect owners • Potentially yes, but much of the structure is hidden by finishes. I am a structural engineer and would be concerned with the false confidence a visual review may give owners/city.
<p>Implementation Challenge <i>(Participants indicated that structural testing would be challenging to implement as part of the bylaw, as there are too many factors to consider.)</i></p>	<ul style="list-style-type: none"> • The inability to actually review the structure as most of it is covered with finishes. Recent structural failures in the city would not have been caught by a simple visual review. • There are too many elements that are possible risks. Wall exteriors and roofing are already covered in your BEVA. Those are the top risks. • Without an educated observer and review of drawings, listing a top five concerns may cause people to unnecessarily do destructive testing. Displaced cladding elements, certain types of cracking, missing cladding elements, irregular moisture staining, impact damage • Every consultant or person would have their own opinion and the qualifications of the inspector is not well defined

<p>Building Maintenance Bylaw – Risk Matrix</p> <p><i>When discussing working within the current Building Maintenance Bylaw and exploring the possibility of including a risk matrix with the building exterior visual assessment, many participants indicated they did not understand the purpose of the risk matrix. Participants also indicated that they were unsure how a risk matrix would benefit the Building Maintenance Bylaw. These Top 3 themes have been captured below and are supported by participant comments.</i></p>	
<p>Top 3 Themes That We Heard</p>	<p>Participant Verbatim Comments</p>
<p>Does Not Support a Risk Matrix <i>(Participants indicated that they did not support a risk matrix within the bylaw.)</i></p>	<ul style="list-style-type: none"> • I don't understand what you are getting at here. 'Risk matrix' sounds like jargon. All buildings are unique and have their own potential issues. You can't create a one-all 'risk matrix' that covers everything. Review requires experienced professionals. Added high cost of engineer reports. for high rises unless they use a swing stage they cannot truly evaluate. A visual ground inspection is no different than a reserve fund study • this level of detail eliminates any further responses • Please refer to other comments of why we do not support the BMB. Therefore, we would not consider adding a 'risk matrix' to it to make it even more complicated and time consuming.

<p style="text-align: center;">Unsure (Participants indicated that they were unsure of what the risk matrix would entail.)</p>	<ul style="list-style-type: none"> • I am not sure what this is. • NOT SURE • I don't understand what you are getting at here. 'Risk matrix' sounds like jargon. All buildings are unique and have their own potential issues. You can't create a one-all 'risk matrix' that covers everything. Review requires experienced professionals.
<p style="text-align: center;">Detailed Risk Matrix Required (Participants indicated that a risk matrix would require detailed and prioritized line items to be efficient.)</p>	<ul style="list-style-type: none"> • Weather, risk of having someone on the buildings, risk of drone equipment failures, risk of falling items from damaged buildings. • Risk to public by proximity to public space(downtown versus suburb) • All aspects of the exterior including swing stage and tracks on the roof • Risk of deterioration and failure • Risk to occupants

TENANTS & TENANTS RIGHTS GROUPS (Part 2)

Engagement sought public input through questions structured around the direction in the Notice of Motion for the bylaw.

<p style="text-align: center;">Building Maintenance Bylaw – Evacuation, Risk Matrix and Structural Testing</p> <p>When discussing the experience during a building evacuation, and exploring how the Building Maintenance Bylaw could best support the building occupants and members of the public, participants provided input that was structured around a building evacuation, risk matrix, and understanding the impact of structural testing to building occupants.</p> <p>Due to the low volume of input received from this stakeholder group (tenants and tenants' rights groups), we are only able to provide high-level themes from the engagement conducted overall.</p>	
<p style="text-align: center;">Top Themes That We Heard</p>	<p style="text-align: center;">Participant Verbatim Comments</p>
<p style="text-align: center;">Communications (Participants indicated that more and streamlined communication is needed to building occupants and the public should an evacuation of a building be required. Participants also indicated that they were not aware that this bylaw existed.)</p>	<ul style="list-style-type: none"> • The City should consider how they follow up with tenants in similar emergencies. Our things were still in there, but we had to find new places to live. This was an incredibly disruptive situation. • I am not confident the management company, and/or the City would have been able to contact the tenants with updates and move-out information. Relevant authorities on both sides should have made a real effort to have a complete and accurate contact list for all tenants. The fact that they did not have one is inexcusable. • There needs to be a larger campaign about the BMB: what to do if you see something, signs to look for and who to contact and the process that occurs after you make the complaint

	<ul style="list-style-type: none"> • Need for a central helpline number or email that impacted residents could call if evacuated • The way tenants were notified is also an issue—better communication • Could have used some long-term communication solutions: mail delivery, info on what was happening, severity of the situation, and timeline
<p>Transparency to Occupants/Public <i>(Participants indicated the need to be able to access the submitted Building Exterior Visual Assessment or some kind of visual indicator that the building is in safe condition, much like a business certificate.)</i></p>	<ul style="list-style-type: none"> • Results of initial and follow-up evaluations should be made available to current and prospective tenants. • People need to be able to make an informed choice when they enter into a rental agreement. Not having information about the state of the building is a current gap in the information available to prospective and current tenants. • The current colour-coding system is likely to be comprehensible to most tenants, so that is a helpful start. • Renters should be able to make an informed decision about where they will live – this is their home, and they have the right to feel at home and safe there. • Asking prospective landlords or building owners for a copy of their BEVA • It would be helpful for tenants to have some sort of visual certificate (like business need to have their business license up) that illustrates green/yell/red once their BEVA has been reviewed. This way tenants are aware of issues or non-issues happening in their building
<p>Identifying Risk to the Public & Building Occupants <i>(Participants indicated a need to include criteria as part of the risk matrix that identifies the potential impact to building occupants.)</i></p>	<ul style="list-style-type: none"> • This bylaw goes a long way in assuring to many tenants that their building meets a certain standard of safety, and makes another Kensington Manor situation less likely. • It is essential that strong and meaningful enforcement mechanisms are built into the roll-out of this bylaw. • The people most likely to live in buildings affected by this bylaw are also likely to be the most precarious. Their safety is particularly important because they may have a weaker safety net in case of emergency.

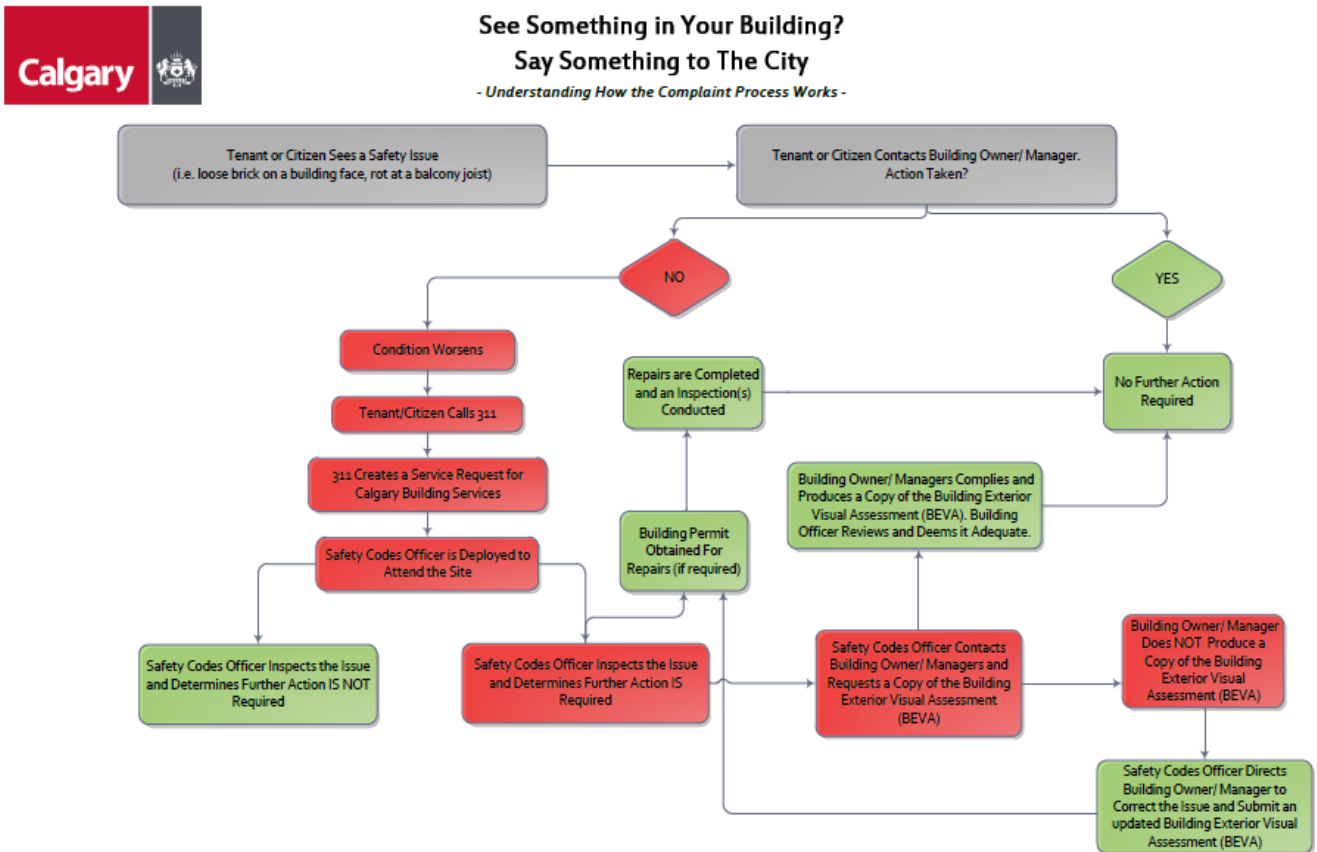
<p style="text-align: center;">Timelines (Participants indicated a need to have a staggered evacuation procedure/ timeline in place as criteria in the risk matrix.)</p>	<ul style="list-style-type: none"> Any amount of warning would have been preferable to an evacuation with 15 minutes' notice. While I recognize that engineers have certain professional obligations, the speed and uncertainty in the evacuation was not very humane. The City should have ensured that the property management company contacted all tenants about the situation that afternoon, rather than upon returning home. Timing: lack of empathy from landlords Should have a planned evacuation—staggering the tenants moving out/evacuating
<p style="text-align: center;">Cost of Structural Testing (Participants indicated that, should the building occupants absorb the cost of structural testing, this could become an affordability issue.)</p>	<ul style="list-style-type: none"> Would be good to have a line items in a rental contract agreement about the potential of incurred cost Reducing affordability which could price renters out of markets The costs associated with compliance should be considered a cost of doing business (like lighting and heating hallways, or having smoke detectors). Ideally, there should be a licensing system for landlords, and so costs associated with complying with Municipal and Provincial regulations could be rolled into the license. Renting is a prime example of a free and open market – landlords won't be able to charge much more than the market supports. No one should be in an unsafe living situation because they cannot afford a safe one.

Next steps

- October-November 2018:** The City's Calgary and Building Services department will begin work on drafting the proposed Building Maintenance Bylaw recommendations, taking into consideration the feedback collected through the public engagement process.
- December 2018 at Committee and then Council -** The City's Calgary and Building Services department will present and seek approval on the proposed approach to the Building Maintenance Bylaw to Council.
- ONGOING:** The project team will continue to work with the Building Maintenance Bylaw advisory group to explore how the bylaw is working throughout its four-year implementation cycle.
- TBD:** A What We Did report will be shared online with stakeholders to demonstrate how the feedback collected through the public engagement process influenced the final decisions from Council regarding the Building Maintenance Bylaw Notice of Motion.

Building Safety Complaint Process

The responsibility is on a building owner to ensure their building is maintained and in a safe condition. They must also take appropriate follow-up action given the results of a Building Exterior Visual Assessment. If occupants or a member of the public notes a concern about a building the City would encourage them to report their concerns through 311. A draft concept for how complaints about building safety concerns can be reported and then acted upon is found below.



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

**ISC: UNRESTRICTED
CPS2018-1354**

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.

**RECOMMENDATION OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES,
DATED 2018 DECEMBER 05:**

That the Administration Recommendation contained in Report CPS2018-1354 be adopted.

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.

**Community Services Report to
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2018 December 05**

**ISC: UNRESTRICTED
CPS2018-1354**

2018 BiodiverCity Advisory Committee Annual Report

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 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 pursuing 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

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

**ISC: UNRESTRICTED
CPS2018-1354**

2018 BiodiverCity Advisory Committee Annual Report

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 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.

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

**ISC: UNRESTRICTED
CPS2018-1354**

2018 BiodiverCity Advisory Committee Annual Report

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 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 recipients. 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 literacy 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:

- Confederation Creek Valley, guided by Dr. Hlimi
- Bearspaw Natural soil survey, with Dr. Swallow
- 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:

- 67% were familiar with the term (25% very familiar; 42% familiar)
- 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.

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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).

**RECOMMENDATION OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES,
DATED 2018 DECEMBER 05:**

That the Administration Recommendations contained in Report CPS2018-1335 be adopted.

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 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 2017 June, 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

Green Line City Shaping Update

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.

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.

Green Line City Shaping Update

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).

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

Green Line City Shaping Update

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.*

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.

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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.

ATTACHMENT(S)

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

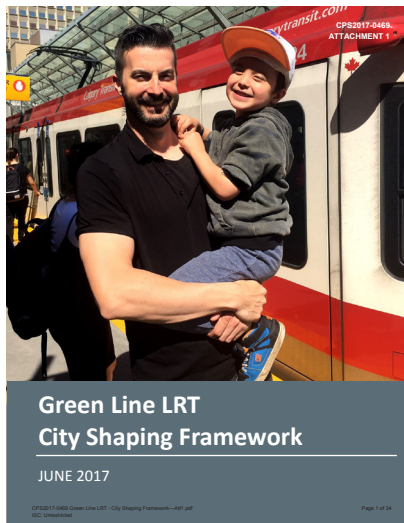
Overview of the City Shaping Framework



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.



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:

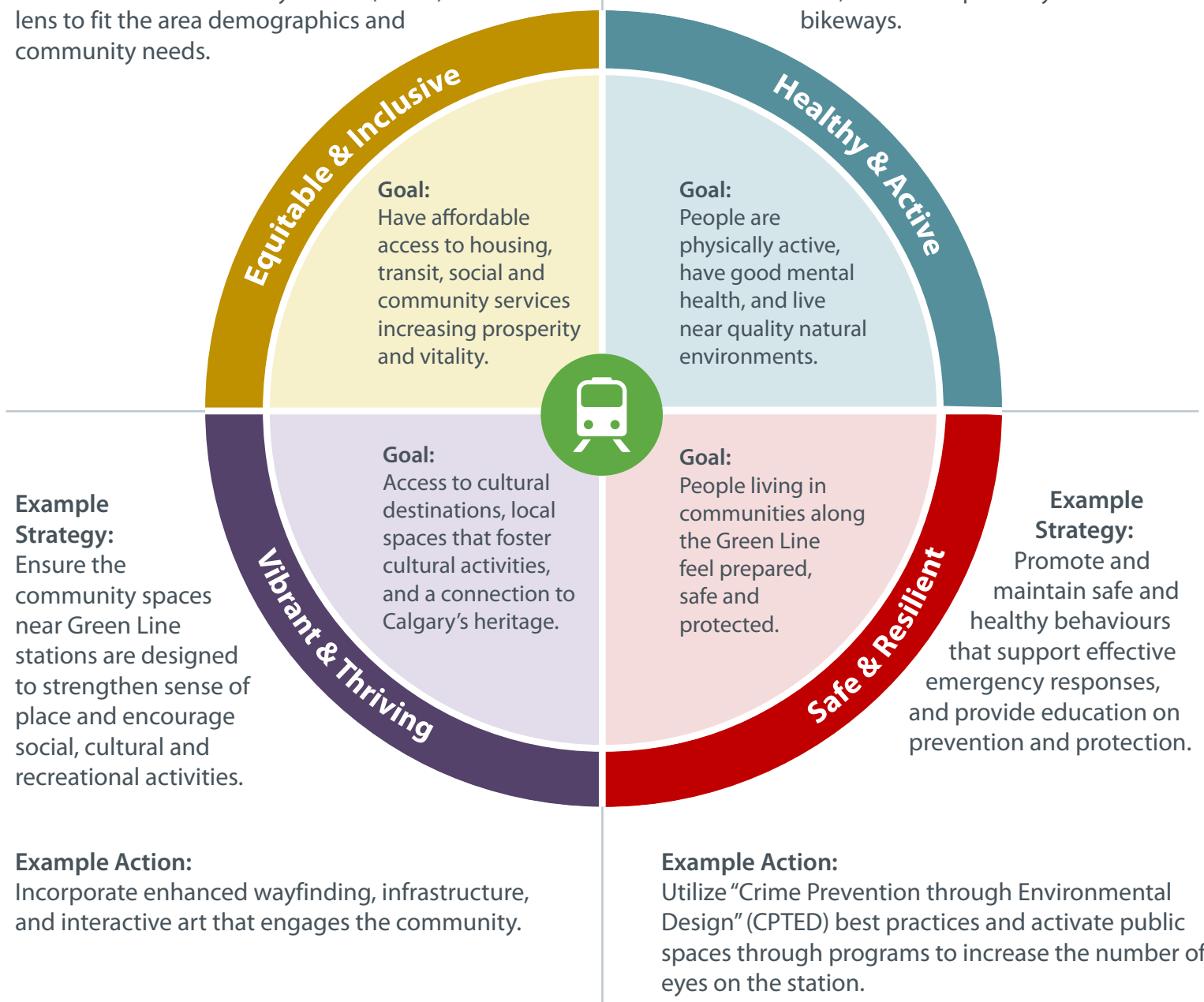
Customize area amenities through the infrastructure design and contract documents. Use a Gender-Based Analysis Plus (GBA+) lens to fit the area demographics and community needs.

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.



Overview of the City Shaping Implementation Strategy

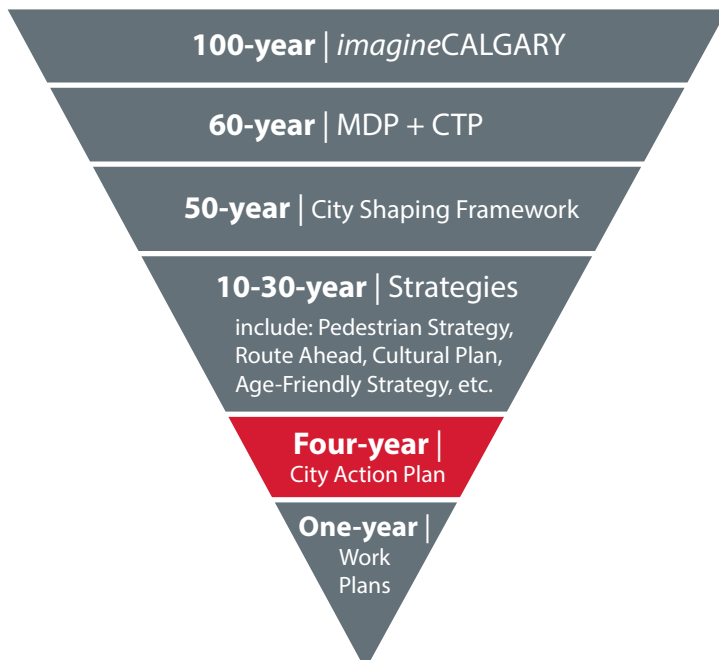


Implementation Strategy

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.



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.

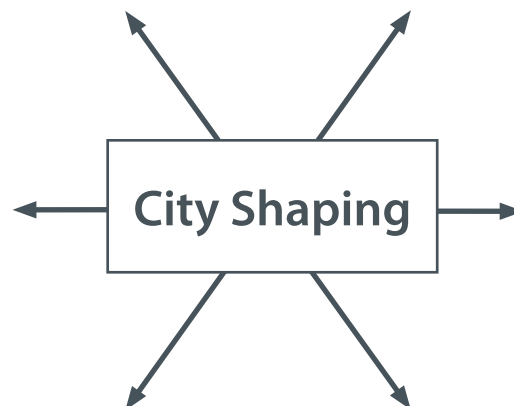
Why invest in City Shaping right now?

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.



Project Input



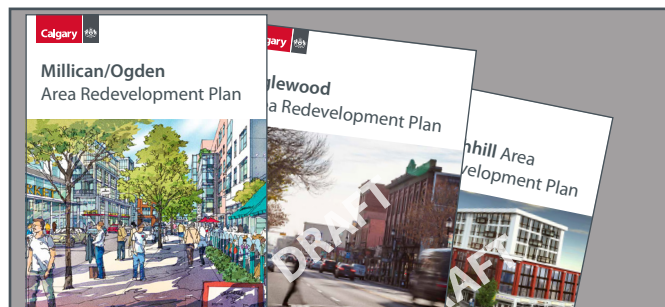
Parks

"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.



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.



Planning

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



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.



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.



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.

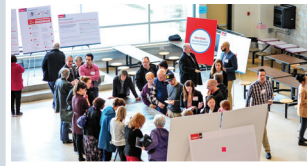
Community Support

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.

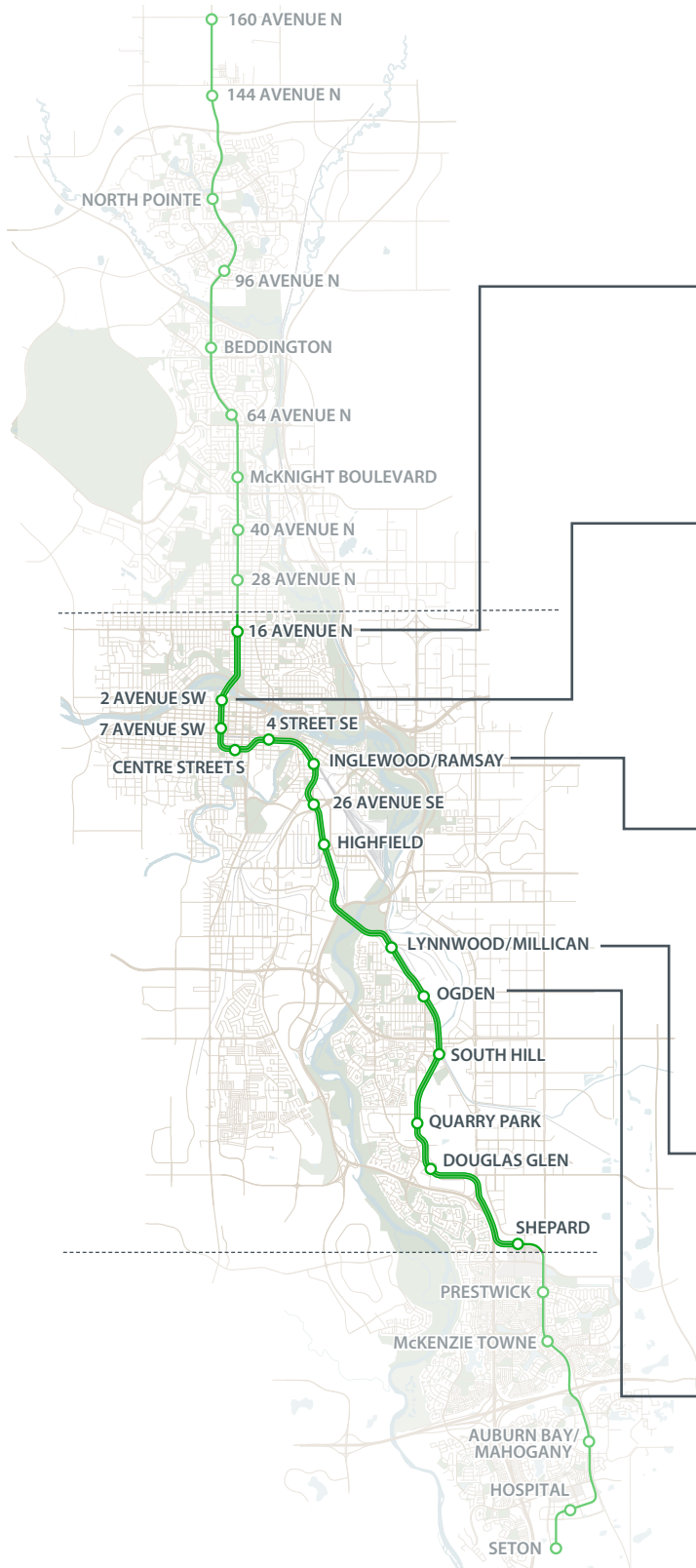


Into the future

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

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Green Line Q4 2018 Update

EXECUTIVE SUMMARY

This report constitutes the Green Line update for 2018 Q4, and provides the outline for future quarterly reports.

The primary activity for 2018 Q4 has been finalizing the constructability review, focused on delivering the Stage 1 project from 16 Avenue North to 126 Avenue Southeast. The goal of the constructability review has been to maintain the Council approved program objectives while balancing quality and cost, and planning for the safest work methods. The constructability review has focused on the major risks associated with tunneling and the construction of the underground stations.

Negotiations with Federal and Provincial funding partners continue regarding the Ultimate Recipient Agreement (URA), which contains the terms & conditions for the \$3.06 billion funding from the Federal and Provincial governments. The URA is expected to be in final form for execution by the end of Q4 2018. Following execution of the URA the project capital budget will be brought forward to Priorities and Finance Committee (PFC) in Q1 2019 for final approval.

An update on City Shaping will be provided at the 2018 December 5 Standing Policy Committee on Community and Protective Services (CPS2018-1355).

ADMINISTRATION RECOMMENDATIONS:

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

RECOMMENDATION OF THE SPC ON TRANSPORTATION AND TRANSIT, HELD 2018 DECEMBER 06:

That Council receive Report TT2018-1335 for information.

PREVIOUS COUNCIL DIRECTION / POLICY

At 2018 October 15 Regular Meeting of Council, Report TT2018-1089 (Green Line Update) was approved on Consent Agenda, as one of a series of quarterly updates that will be provided to the Transportation and Transit Committee to update Committee and Council as to the progress of the Green Line project.

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

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

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

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

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

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

1. Proceed with Stage 1 Project based on: 16 Avenue N (Crescent Heights) to 126 Avenue SE (Shepard) subject to Council’s final approval of the alignment, station locations and transit-oriented development concept plans based on the Class 3 capital estimate of \$4.65 billion construction cost contingent on securing funding as per #2 and #3 below;
2. Prepare the required business case(s) for submission to the Government of Canada to support a request of \$1.53 billion plus financing to support the Stage 1 Project;
3. Prepare the required business case(s) for submission to the Government of Alberta to support a request of \$1.56 billion plus financing to support the Stage 1 Project;
4. Request the Mayor to work with administration in the beginning making the case for funding of the rest of the line, beginning as soon as possible;

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5. Direct Administration to bring a revised financial strategy, pending confirmation of federal and provincial funding, and including capital, financing and operating cost models, to Council as part of the 2018 Business Plan and Budget deliberations; and
6. Direct that Attachment 2 and Distribution #3 remain confidential pursuant to Sections 24(1)(a), 24(1)(b) and 25(1)(b) of the Freedom of Information and Protection of Privacy Act, until the Green Line construction has been completed.

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

1. Develop timeline scenarios for building the remainder of the Green Line showing the construction timelines assuming funding is secured for stations north of 16 Avenue N and south of 126 Ave SE;
2. Seek funding options so that the remainder of the line can be constructed without interruption once the opening day scenario is completed;
3. Continue land acquisition of Centre Street North properties on an opportunity basis and develop funding options, in advance of construction; and

Host open houses to provide residents and businesses who are not part of the opening day scenario with information regarding the completion of the Green Line including land acquisition.

BACKGROUND

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

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Governance

Quarterly Report Format:

Throughout the planning phase of the Green Line project a regular cadence of reporting was established with Council. Following approval of the planning study in July of 2017, the project has had irregular reporting to Council, focused only on specific topics. This report is the second consecutive quarterly update and will establish a regular format and cadence of quarterly reporting to the Transportation and Transit (T&T) Committee. For 2019 quarterly project updates will be provided to T&T Committee on the following dates:

- Q1 – March 20, 2019
- Q2 – June 26, 2019
- Q3 – September 18, 2019
- Q4 – December 18, 2019

The quarterly reports will follow a consistent format addressing the following major project components:

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- Governance – Including project oversight to committee and council, as well as any updates on administrative oversight and key performance indicators associated with governance
- Financial / Commercial – Including budget updates, expenditures to date, committed costs, estimate at completion, financing costs and procurement
- Schedule – Including short term and long term schedule as well as a summary of progress since the last quarterly reporting and upcoming actions for the next quarter
- Technical – Summary of key technical elements of relevance at the time. This will include updates on LRT and civil works contracts, and also City Shaping and Transit Oriented Development (TOD).
- Real Estate – A consolidated summary of the land acquisition to date and highlights of any critical land acquisition or real estate items
- Quality – Update on the status of the quality of the project
- Safety – Update on the safety performance of the project over the last quarter
- Stakeholder Engagement – Summary of engagement over the last quarter, and a forecast to what will be coming in the next quarter
- Environmental – Summary of key environmental initiatives over the last quarter
- Risk Assessment – Updated project risk registry

The quarterly reports will likely contain both public and confidential information. The quarterly reports and associated presentations will be structured accordingly.

Financial/Commercial

Current and Future Operating Budget:

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

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

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

Current and Future Capital Budget:

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

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Province and the project team are on-going, and the URA is expected to be in final form for execution by the end of Q4 2018. Following execution of the URA the project capital budget will be brought forward to Priorities and Finance Committee (PFC) in Q1 2019 for final approval.

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

Expenditures to date:

To October 31, 2018 expenditures incurred total \$128 million.

Committed costs:

To October 31, 2018 expenditures and committed costs total \$211 million.

Procurement:

A continued risk highlighted from the constructability review is utility conflicts. Several Early Works and Enabling Works contracts are currently under construction or near completion that address major utility conflict areas along the Stage 1 corridor. There remains a significant number of utility conflicts that should be removed prior to the main contract award.

The project team is exploring the use of a Construction Management (CM) contract to facilitate the expedited relocation of utility conflicts along the corridor. A CM contract has the benefit of utilizing the expertise of a construction contractor familiar with the requirements of the various utility owners to coordinate the relocation of the remaining utility conflicts. A decision regarding the use of a CM will be made in Q1 2019.

The project team has been reviewing the main contracting strategy and will report back to PFC in Q1 2019 with an update on the recommended contracting strategy along with project capital budget after the URA is finalized with the Province.

Schedule

The project is currently behind the previously presented schedule, as the RFQ was originally anticipated to be released to the market in Q4 of 2018. The project team currently plans to start to release RFQ documents in Q1 2019, following finalization of the URA with the Province in Q4 2018.

Financial close and start of major construction is expected to be in 2020, with commencement of fee revenue service on target for 2026.

Attachment 1 contains an updated project timeline.

Technical

Constructability Review

Customer experience; mobility of Calgarians during and after construction; and an infrastructure network that maximizes opportunities for near and long-term development and customer connectivity, all remain focal to the constructability review.

Green Line Q4 2018 Update

Engineering and construction activities progressed throughout 2018 Q4. With the constructability review nearing completion, the design continues to be further optimized, with a focus on risk mitigation, quality and cost validation, and procurement readiness.

Key technical areas under review include tunnel constructability, station constructability and utility relocations.

Tunnel Constructability

The tunnelled section of the project remains one of the greatest risk elements in the 20 km of Stage 1 construction. The risk is magnified as the City has no experience building a large tunnel, coupled with a lack of large tunneling experience in Calgary. Throughout Q3 and Q4 of 2018 the project team continued to evaluate tunnelling options, including sequential excavation, cut and cover, and single and twin bored tunnels, in order to better assess risks, and cost and performance trade-offs.

Customer experience during and after construction remains a key driver in the consideration of tunnel options. Additionally, utility impacts, land impacts, surface disruption, and integration with adjacent development are being evaluated from an engineering and construction perspective. Tunnel options are also being evaluated from the perspective of procurement risk, as the chosen approach stands to impact the availability, quality and quantity of potential contractors.

Station Constructability

The design and construction of the underground stations is directly linked to the tunnel construction. Impact to customer experience during and after construction, and opportunities for development remain key drivers in station design. Other essential elements include fire, safety, security, operations and maintenance. Detailed station location and design will be further refined as a function of tunnel selection. Means and methods of construction for each station will be determined based on local conditions and will be better known once the tunnel approach is selected.

Utility Relocations

Utility conflicts represent a significant risk to the constructability of the centre city component of the project. Experience from other projects has shown that clearing the right-of-way of utilities significantly reduces the risk profile of the project, lowers the project cost, and accelerates the construction schedule. The primary objective of the Enabling Works projects is to clear the right-of-way and focus on the relocation of utilities. To date 85% of the shallow utilities between 4 Street SE to 126 Avenue SE have been designed with quotes received from the franchise utility owners with a scheduled completion of Q4 2019.

Approximately three hundred and fifty utility conflicts within the centre city have been identified. To date the project team has focused on physical relocations outside of the Centre City while the tunnel details are being finalized. In Q1 2019 the project team will focus on utility relocations in the centre city and on space proofing designs to accommodate the incorporation of significant utilities which will be cost and schedule prohibitive to relocate.

Enabling Works projects

Enabling Works projects are underway focused on improving project readiness. Enabling works include land acquisition, clearing the right-of-way including relocation of two existing land fills,

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demolition of buildings, and utility relocation. Attachment 2 outlines some of the inflight work completed to date and currently underway and Attachment 3 has a selection of site photographs from projects currently underway.

Real Estate

A major risk to delivering the Green Line on schedule and budget is the successful acquisitions of the required properties. An up-date on Stage 1 Green Line acquisitions is provided through the quarterly reporting to SPC on Utilities & Corporate Services. For Stage 1 of the project the following real estate statistics are current as of October 31, 2018:

- 152 property interests have been identified
- 48 have been acquired
- 39 are actively being acquired
- 65 are on hold pending constructability review

Taking into consideration the properties acquired to date and the previous City of Calgary owned right of way, the City currently owns approximately 15km of the 20 km within Stage 1. A dedicated acquisitions team is pursuing negotiated agreements with the 39 outstanding properties, with the goal of maximizing the number of properties acquired through negotiation rather than expropriation.

A Station Integration Framework is central to Green Line's Transit Oriented Development and City Shaping strategies. Administration is identifying best practices, guidelines and principles to inform the design and placement of station entrances, and allow for future development around these stations.

Quality

The Green Line Quality Management System (QMS) has been developed and is currently being implemented on Enabling works projects. The QMS defines Green Line's quality-related objectives while supporting consistency of delivery and ultimately consistency of end-product quality. The System is influenced by ISO 9001:2015, but is not intended to be fully compliant with the ISO standard. The QMS is complementary to the minimum standards for project delivery described within the Corporate Project Management Framework, and with use, will be continually improved.

Safety

The Green Line safety culture shows a steady improvement over 2018, including improved compliance with protective equipment use by on-site personnel, site task-specific safety awareness, safety discussion during work tasks, and cross business unit safety communication.

Safety management systems for all contractors were reviewed as part of the tendering and award process. Daily field level hazard assessments and identification of controls continue to be conducted at each of the Green Line Enabling work sites and are reviewed with the workers, supervisors, project managers and visitors upon each arrival to site. Site safety meetings and inspections are regularly conducted and reviewed with the contractor safety representatives, project managers and the Green Line Safety Manager.

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Stakeholder Engagement and Communication

Over the last quarter engagement has been ongoing with businesses and residences impacted by current and anticipated Enabling works projects. Communication has comprised of electronic formats, mailed letters, face-to-face meetings, and facilitated meetings with owners and utility providers. This included communications to just over 500 businesses, the Ramsey Community Association, and 193 citizens registered on the “Inglewood Ramsey Coordination Projects” mailing list.

Community relations support has been provided to seven businesses located directly adjacent to CN/Highfield, Ogden Landfill, and future 125 Avenue project areas. The objective is to support the businesses with alternate access during construction, connections to resolve other City-related issues, and to keep businesses informed of Enabling works activities. In addition, meetings related to construction coordination and opportunities for station integration, with five developers in the centre city, have taken place.

A presentation was delivered to Calgary Construction Association members, on October 18, 2018. Communications will continue with updates as relevant information becomes available.

Pre-consultation with 14 indigenous groups has been ongoing as part of the Project Description Review with the Canadian Environmental Assessment Agency (CEAA) to determine whether an environmental assessment will be required for the Maintenance Storage Facility. This pre-consultation is nearing completion and the project team has been ensuring alignment with the Indigenous Relations group within The City's Calgary Neighbourhoods.

Strategic Alignment

Social, Environmental, Economic (External)

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

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

Financial Capacity

See the Financial/Commercial section above.

Risk Assessment

The Green Line Project risks are being tracked and actioned on a monthly basis. See Attachment 4 for the Q4 2018 Risk Registry.

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Green Line Q4 2018 Update

REASON(S) FOR RECOMMENDATION(S):

This report is the second in a series of upcoming quarterly updates that will be provided to the Transportation and Transit Committee to update Committee and Council as to the progress of the Green Line project. This report establishes the format of the future reports and outlines the activities of the project for the last 3 months.

ATTACHMENT(S)

1. Attachment 1 – Project Time Line
2. Attachment 2 – Green Line LRT Stage 1 Inflight Work Summary
3. Attachment 3 – Photos of progress
4. Attachment 4 – Risk Registry Q4 2018

Green Line LRT: Project timeline



Green Line LRT Stage 1 Inflight Work Summary

Enabling Works			
Project Title	Description	Status	Construction Progress
Highfield Landfill Remediation	Removal of waste from landfill location	Ongoing, construction to be complete Q4 2018. Minor clean-up planned for 2019 (including landscaping).	95% complete
Highfield Blvd Waste Removal	Removal of waste from under Highfield Blvd (adjacent to landfill)	Ongoing, construction to be complete Q4 2018.	Waste Removal 100% complete. Overall project 85% complete
CN Reconfiguration at Highfield	Relocation of CN tracks and utilities	Construction start Q4 2018. Completion planned for Q4 2019. CN are causing delays	5% complete
Inglewood/Ramsay Utility Relocations at Jefferies Park	Relocation of numerous utilities	Construction start Q2 2019. Completion planned for Q4 2019.	5% complete (material has been ordered).
Bonnybrook WWTP Relocation of Utilities	Relocation of numerous utilities	Ongoing, construction to be complete Q2 2019	60% complete.
42 Avenue SE Waterline	Water main upgrade to facilitate other water main shut-downs required for Green Line	Complete	100% complete.
Utilities Investigation	Hydrovac program in Centre City to identify utility conflicts	Ongoing, investigation complete Q4 2018	75% complete.
Pop Davies Area	Regrading of Millican Rd for Park and Ride facility. Construction of parking lot at South to replace parking along Ogden Rd	A review of the project recommended that the best value for enabling Green Line was to complete the engineering to address design and stakeholder issues but that construction value was best obtained by planning construction in the main GL contract.	-
Douglas Glen Transit Improvements	Construction of a new transit only road to facilitate station construction during main contract without transit disruption	Construction complete	100% complete
78th Ave SE Tunnel and Road Works	Construction of CP underpass and associated road infrastructure to enable closure of 69 Ave SE	Construction start Q1 2019	-
Shepard Sludge Line Relocation	Removal of conflicts from GL alignment	Construction complete	100% complete

Green Line LRT Stage 1 Inflight Work Summary

Ogden Landfill	Removal of waste from landfill location	Ongoing, construction to be complete Q4 2018	90% complete
Building Conflicts	Acquisition and demolition of properties	Ongoing	10 Demolished 26 Scheduled for demolition
Shallow Utilities	Resolution of shallow utility conflicts	Ongoing	30% complete
Elbow to Shepard Deep Utilities Conflicts Resolution	Resolution of deep utility conflicts	Ongoing	48% complete
Centre City Deep Utilities – 10 Avenue Portal Area	Resolution of deep utility conflicts	Utility reocation design 90% complete. Tender targeted for Q1 2019.	
Centre City Shallow Utilities – 10 Avenue Portal Area	Resolution of shallow utility conflicts.	Atco gase reloction complete. Enmax relocation scheduled to proceed in Q2 2019.	5% complete
City Shaping			
Milestones	Community Support Initiative	Project Input	Community Enhancement Projects
Q1 2018	- Data gathering placemaking tool developed - Baseline data gathered at Westbrook and Sunalta stations	- Provide input into the Area Redevelopment Plans/Area Structure Plans	- Coordinate with stakeholders from Community Services to develop a toolkit
Q2 2018	Three (3) pilot placemaking events held at Westbrook and Sunalta Stations	City Shaping included in the Green Line Technical Project Requirements document.	City Shaping toolkit developed.
Q3 2018		- Feasibility Analysis for the GL Railway Garden Initiative - Pilot GBA+ tool as part of the stations design	
Transit Oriented Development (TOD)			
Milestones	Description	Status	Progress
Q1 2018	-Established population targets within 400m and 1000m of GL to base Key Performance Indicators for Provincial and Federal Funding Partners	Ongoing	Monitoring progress through annual census data

Green Line LRT Stage 1 Inflight Work Summary

Q2 2018	<ul style="list-style-type: none"> -Drafted an Updated TOD Policy Guidelines Document to replace 2005 version -Created a specific CPAG Team for Stage 1 Applications along the Green Line 	<p>Ongoing</p> <p>Ongoing</p>	<ul style="list-style-type: none"> -Second draft to be circulated internally – Mid October -Fully functioning team reviewing the Development Liaison Application for Stage 1
Q3 2018	<ul style="list-style-type: none"> -Finished the development of Project Charter for TOD Strategy – Approved by TOD Working Group and Steering Committee 	Complete	Implementing

2018 December 6

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Attachment 3

Attachment 3

Photos of progress

Highfield Boulevard – ATCO gas line relocation



Highfield Boulevard – storm culvert



Highfield Boulevard – ready for road surfacing



Intersection with Ogden ready for surfacing



Ogden landfill reclamation



Ogden landfill reclamation



Bonnybrook - relocated storm & sanitary lines



Bonnybrook - new manhole construction



Bonnybrook - shoring wall to facilitate construction



Douglas Glen transit improvements



Attachment 4 - Risk Registry Q4 2018

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

Risk Category	#	Potential Risk Identified	Risk Rating	Mitigation	Risk Rating
			11/30/2018		
Financial	F1	The City of Calgary is unable to finalize the Ultimate Recipient Agreement with the Province of Alberta with terms that are acceptable to The City of Calgary.	Medium	Negotiate with Province and escalate as required.	
	F2	Final project will be delivered over budget.	Medium	Establish cost estimation, procurement, and cost control protocol to ensure budget is controlled.	
	F3	Other orders of government do not fulfill funding obligations for enabling works currently underway.	Low	Constant communication with other orders of government to discuss current status of projects and	
Technical	T1	Shallow utility companies lack of resources to meet the demands of relocates in centre city.	Medium	Administration to develop a joint construction plan with utility owners; identify resource needs for earliest completion. Prioritize the required relocates in advance of the main contract.	
	T2	Technical requirements necessitate the change to previously planned station location/ entrances if the single bore option is chosen.	Medium	Station Integration framework to be developed informing of the criteria required to achieve station integration, communication and engagement plan, expectation setting.	
	T3	Geotechnical ground conditions must be investigated using specific methodology based on single or twin boreholes.	High	A safety and technical risk assessment will be conducted with contractor and City BU's including experienced GL management, fire department and EMO.	
	T4	Significant disruption to traffic, businesses, and communities during construction.	High	Ensure that specifications clearly outline acceptable traffic impacts. Develop Taking Care of Business strategy.	
	T5	Tunneling under the Bow River and below/through downtown infrastructure has not been performed to this scale ever before in the City of Calgary.	High	Collaborative safety and technical risk assessment with contractor and City BU's including experienced GL management, fire department and EMO.	

CITY SECRETARIAT RISK REGISTER (PUBLIC)

TT2018-1135

Risk Profile

ATTACHMENT 4

Legal	L1	Expiry of agreement(s) for relocation of utilities stopping utility relocation work.	High	The City is in the process of negotiating amending agreements with utility provider(s) to extend expiry dates.	
	L2	Due to the scale and complexity of the Green Line project The City anticipates more conflicts of interest will arise due to scarcity of resources for individual specialists or due to multiple contractors performing work that overlaps in regard to both time and geography.	Medium	A Conflict of Interest Protocol – Green Line LRT Project has been developed. In accordance with the Protocol, a committee has been established to hear and determine conflicts of interest issues. The committee has set and complied with tight deadlines for providing decisions (3 days), unless it requires additional information from the parties affected by the conflict of interest.	
Procurement	P1	Scale of procurement contract minimizes meaningful competition from the construction market.	Medium	Market sounding and industry feedback coupled with procurement analysis to validate scale and risk transfer of specific procurement.	
	P2	Protracted procurement process that frustrates the market and increases cost.	Medium	Maintain consistency with recent procurement timelines and market sensitivities to contract negotiations.	
Access	A1	Required land is not available for contractor on financial close.	Medium	Acquisition program for all confirmed property requirements underway and Council approved delegated authorities in place to allow for timely approvals and expedient closing dates, wherever possible. Technical team advancing with finalizing design through tunnel section to confirm outstanding property requirements. Documenting all specific property requirements/exceptions to be included in the land	
	A2	Opportunities for station integration may be limited due to technical and financial barriers.	High	Ensuring technical solutions are identified and provided, wherever possible, to enable station integration in the immediate/near and future terms. Targeted communication and engagement plan, exploratory research and expectation setting.	

CITY SECRETARIAT RISK REGISTER (PUBLIC)

TT2018-1135

Risk Profile

ATTACHMENT 4

Safety	S1	The magnitude of the project will require a fast pace of construction integrated within several public communities carrying on with their daily routines. This inherently increases public exposure to construction hazards even with safety measures in place.	Medium	GL SMT and supporting resources to collaboratively participate in the development all aspects of safety in each of the respective areas to address stakeholder interaction with planned construction activities; and, participate in construction safety inspections to ensure public is aware of and following safety mitigative	
HR	H1	The majority of City personnel are not experienced in underground tunnel and station construction to this scale which will present a steep learning curve and increased safety risks.	Medium	Ensure Managing Director is experienced in this scale tunnel construction contract management and has supporting resources to effectively manage the prime contractor for the project.	
QA	Q1	Insufficient Quality Control and Assurance Program is in place impacting the design and construction of the project.	Low	Develop Quality Control and Assurance Protocol and require all stages of the project to adhere to the Protocol.	

Note: Specific legal and financial risk are not included in the public register as the procurement process is competitive and confidential in nature.

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

**ISC: UNRESTRICTED
CPS2018-1393**

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.

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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.

**RECOMMENDATION OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES,
DATED 2018 DECEMBER 05:**

That the Administration Recommendations contained in Report CPS2018-1393 be adopted.

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):

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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.

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

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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.

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.

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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 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.

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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

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

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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.

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.

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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;

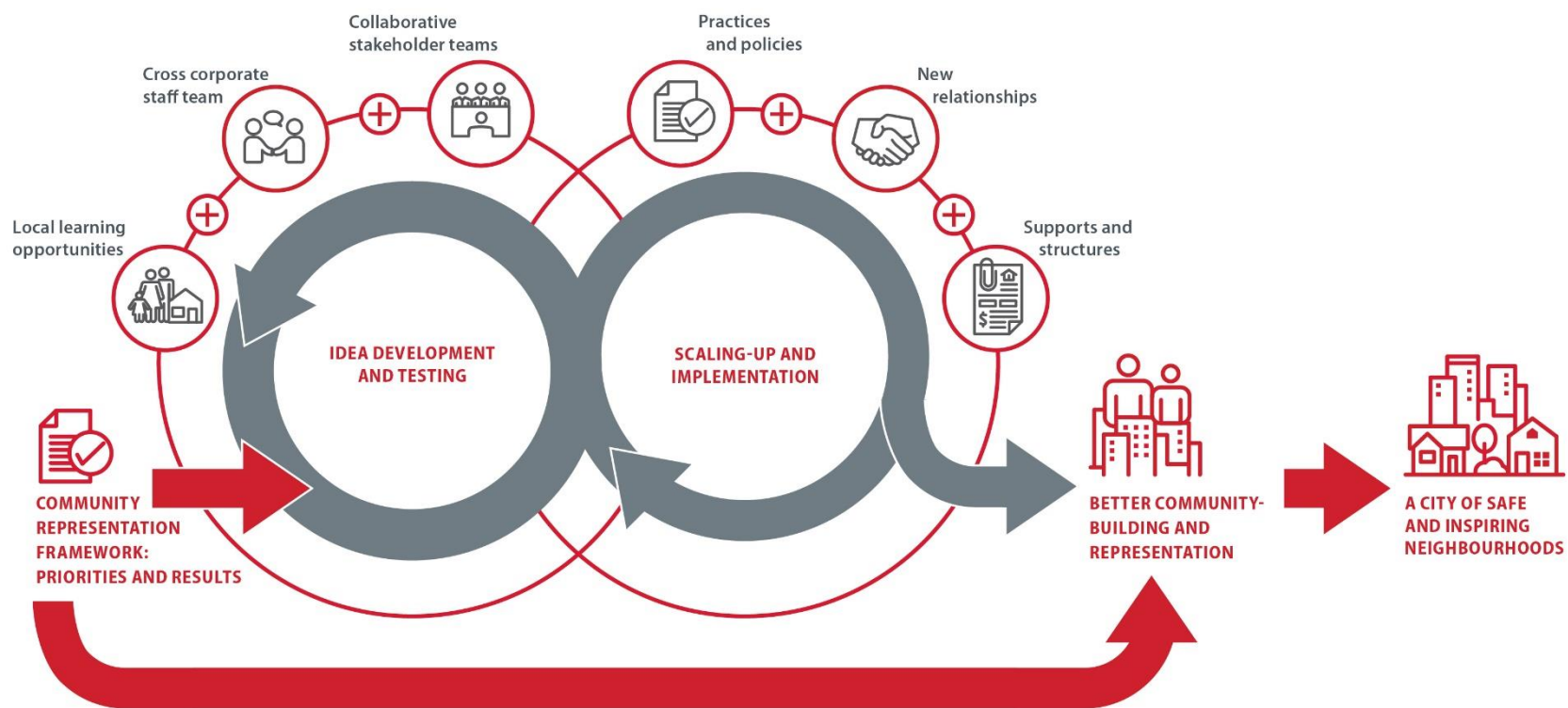
Accepting this report as the final summary explaining how the Council Innovation Fund was used fulfils the requirement set out in the application for funding; and

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

Community Representation Framework



18-00998051

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 concern 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 shared 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: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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
		<ol style="list-style-type: none"> Planning needs to be more plain language and easy to understand. Resources to collaboration and inclusion, supports and resources to know who to connect with to make the CA more inclusive. Consistently in staff, processes and expectations of participant's and time to participate. Predictability in process and decision making. 	<p>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.</p> <p>More specifically:</p> <ol style="list-style-type: none"> 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. 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. Resources: <ol style="list-style-type: none"> 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. The City has done engagement with Action Dignity to see how it can better support inclusion in planning. This work will continue in 2019. The need for consistency was added under Priority #4. 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
		<ol style="list-style-type: none"> You shared that a District Model had potential pros and cons: <ol style="list-style-type: none"> Pro: collaboration and sharing of resources. Con/challenge: drain on resources, loss of local context/voice. Need for clear roles and responsibilities. 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. 	<ol style="list-style-type: none"> 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. <ol style="list-style-type: none"> Results that aspire to promote collaboration between organized community groups are mentioned throughout the priorities. Priority #4 and Priority #5 specifically address recourse and local context/the scalability of the process. The need for clear roles and responsibilities is addressed under Priority #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.	<ol style="list-style-type: none"> 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.

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2018 December 05

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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.

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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.

**RECOMMENDATION OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES,
DATED 2018 DECEMBER 05:**

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;
3. Direct Administration to develop a public education campaign to be launched following approval of the above bylaw amendments;
4. **Direct Administration to continue its advocacy urging the Government of Alberta to deliver on its commitment to improve the administration of the existing Destination Marketing Fee to enhance transparency and accountability and create a level-playing field with the application of the fee to short-term rentals as well as hotels; and**
5. **Direct that any recommendations are resourced within the existing approved 4-year budget.**

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Short Term Rental Scoping Report



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.

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

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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 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.

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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 Licensing is the best tool for ensuring consumer protection, public safety, and service quality. In addition, business licensing 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.

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

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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.

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

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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



Report Number: C2017-1180

Meeting: Combined Meeting of Council

Meeting Date: 2017 November 20

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



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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.

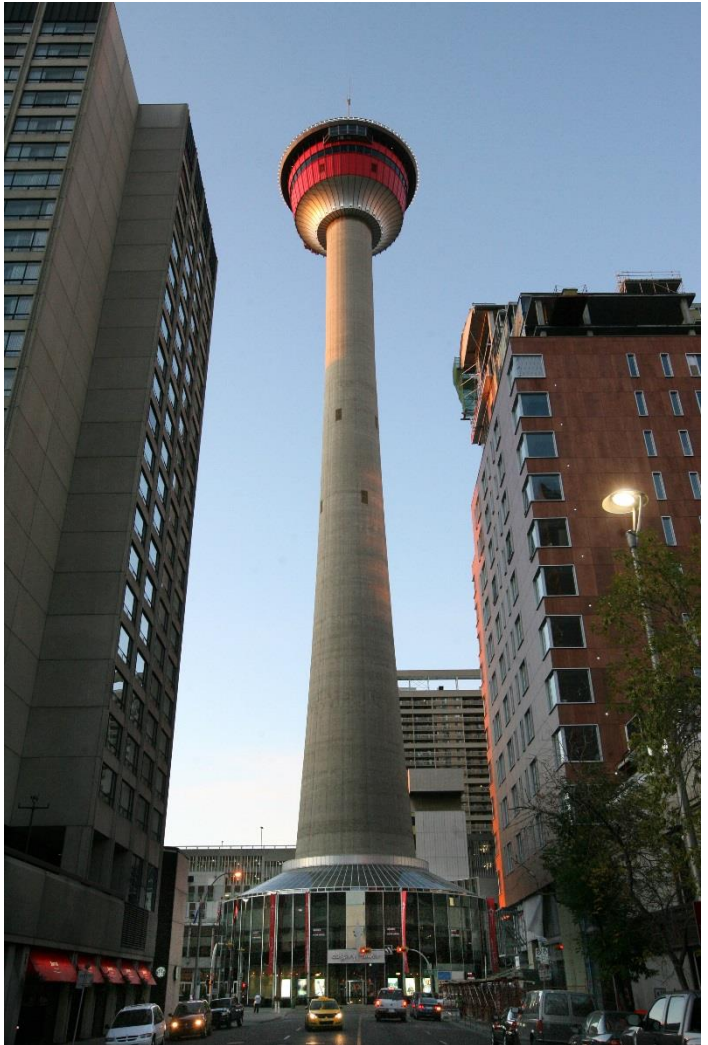


Section 1: Background

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 overcrowding 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.

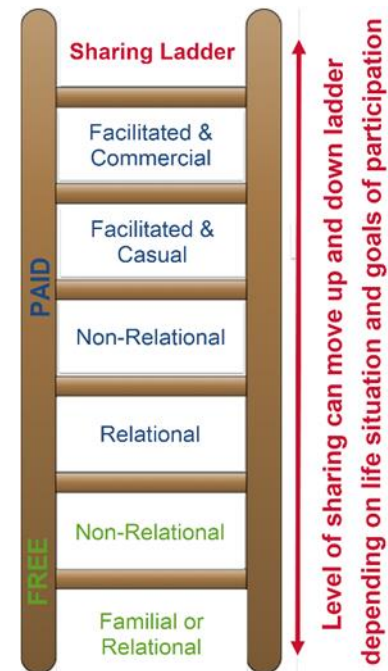
What is the Sharing Economy?

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.

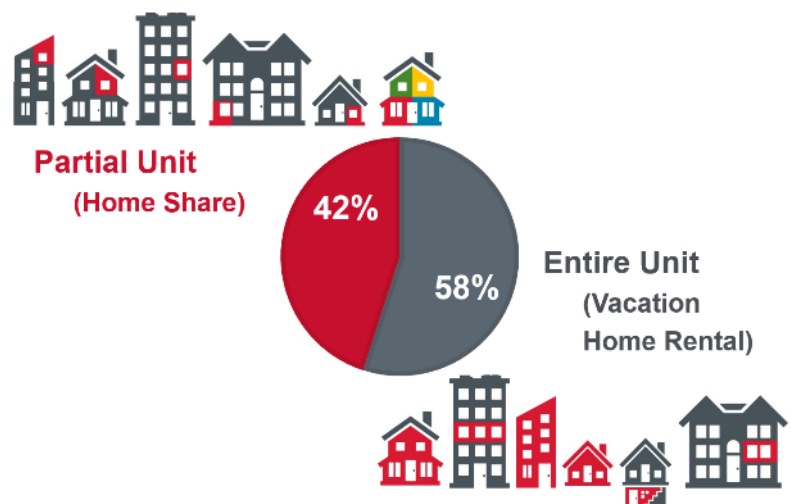


Short Term Rentals fall into two categories:

- **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.

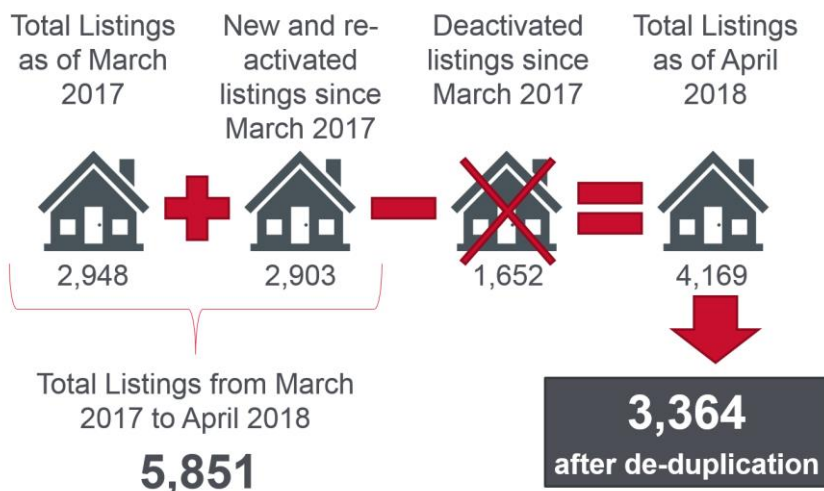
2. How many guests will you have at any given time?

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

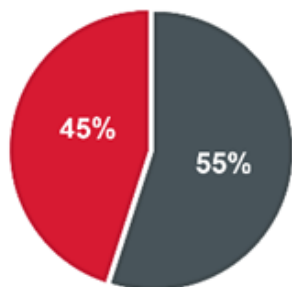
Section 4: Calgary's Short Term Rental Data

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



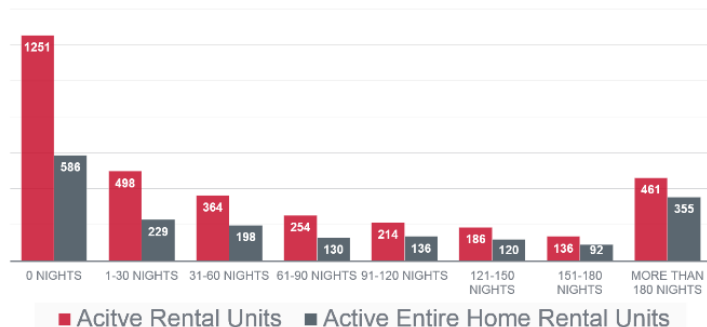
Single/Semi-detached



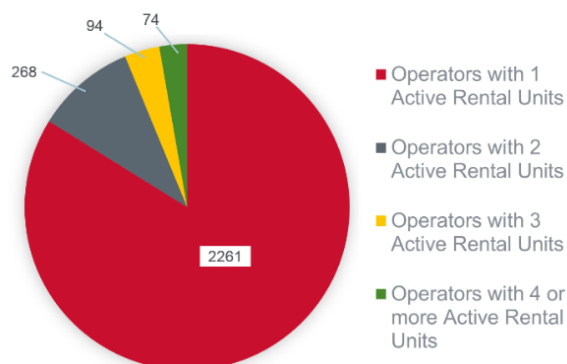
In terms of the types of rentals, 54 per cent are entire home rentals, whole units occupied solely by the guest during their stay. This number represents any entire unit listed on vacation rental platforms, including a furnished suite within a hotel advertised as a standalone unit, an apartment hotel, 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



Units per Operator



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.

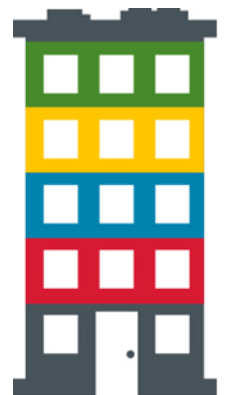
Provincial Regulatory Landscape

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:

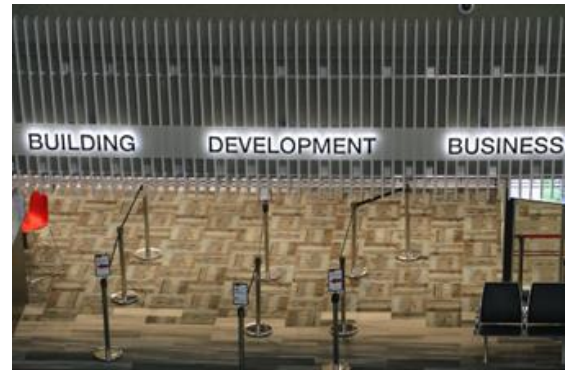
- a) the on-going maintenance and use of the fire safety and fire protection features incorporated in buildings;
- b) the conduct of activities that might cause fire hazards in and around buildings;
- c) limitations on hazardous contents in and around buildings;
- d) the establishment of fire safety 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 (CRRRA) 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
	<u>Issues</u>
Public safety, including consumer protection	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none">• Potential loss of housing stock
Nuisance concerns such as Parking and Waste	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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 Rate¹	Average Monthly Rent²	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.

Consumer Protection

"I wasn't aware it was a shared house, and that there was security cameras inside which made us feel violated."



"There are 6 rooms available in the same house"

"Since there are other guests, house is never locked and rooms have no locks or keys. If you are security minded, then this wouldn't work for you."



"First of all it is NOT a BnB, we didn't even get a breakfast and that is why it shouldn't be called a BnB..."

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*	<p>\$10,000 (one-time technology upgrades)</p> <p>\$20,000 (targeted engagement)</p>		<p>\$356,000/yr. (up to two Fire Safety Codes Officers)</p> <p>\$320,000/yr. (two Business Licence Inspectors previously funded by the Business Licence Reserve Fund)</p> <p>\$69,000 (one-time cost of equipment for up to two new Fire Safety Codes Officers)</p>

*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 activities 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	<p>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:</p> <ul style="list-style-type: none"> 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	<p>Revising the Lodging House Licence category would include:</p> <ul style="list-style-type: none"> a) undertaking a targeted engagement; and b) drafting a bylaw amendment.
5) Funding for Public Education	<p>Developing a public education campaign would include:</p> <ul style="list-style-type: none"> 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

	<u>0-30 nights</u>	<u>31-60 nights</u>	<u>61-90 nights</u>	<u>91-120 nights</u>	<u>121-150 nights</u>	<u>151-180 nights</u>	<u>181 plus nights</u>
# 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

	<u>0-30 nights</u>	<u>31-60 nights</u>	<u>61-90 nights</u>	<u>91-120 nights</u>	<u>121-150 nights</u>	<u>151-180 nights</u>	<u>181 plus nights</u>
# 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

<u>Ward</u>	<u>Active Listings</u>	<u>% of Total</u>	<u>Active Rental Units</u>	<u>% of Total</u>
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

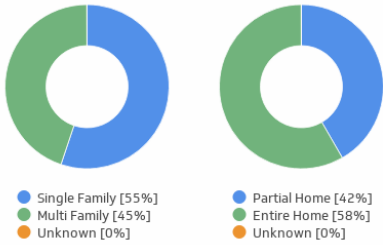
the City. The decreased participation in the “sharing-economy” was broad-based and the decline in supply appears to have been a function of regular Calgary residents choosing to capitalize on the expected influx of out-of-town visitors for the Stampede by advertising and making their homes temporarily 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

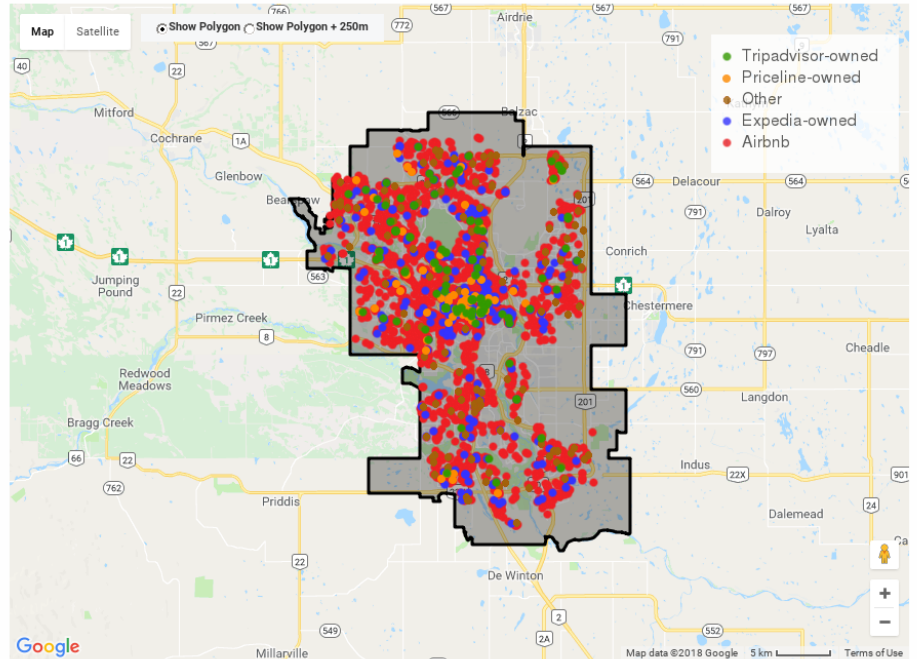
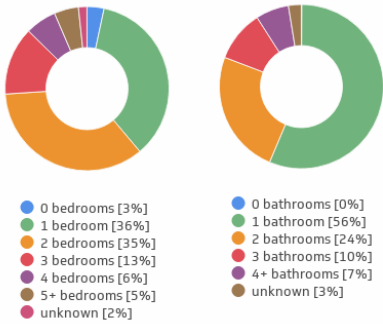
3,364
Active Rental Units

Listing Types

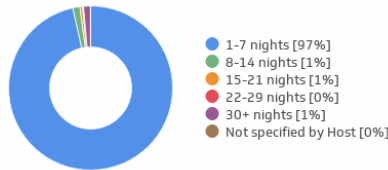


Bedrooms / Bathrooms

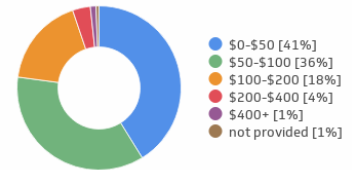
% of Active Entire Home Listings



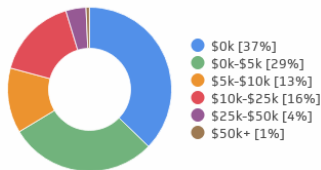
Minimum Nights



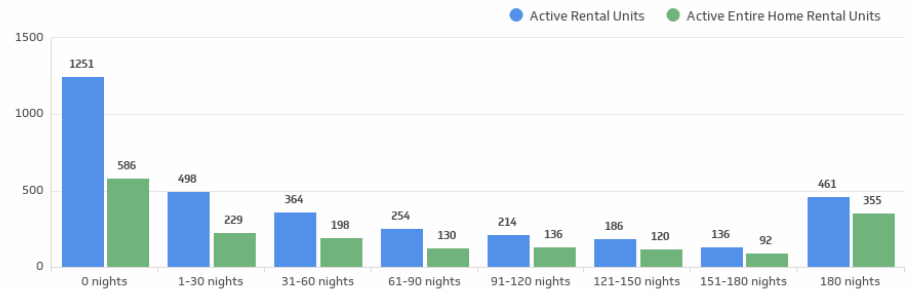
Nightly Rate



Estimated Annual Rental Revenue



Estimated Annual Nights Rented



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

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

**ISC: UNRESTRICTED
CPS2018-1100**

2019-2021 Family and Community Support Services Funding Recommendations

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.

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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.

**RECOMMENDATION OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES, HELD
2018 DECEMBER 05:**

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 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.

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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 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.

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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 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.

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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.

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.

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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.

ATTACHMENT(S)

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

2019-2021 FCSS Program Funding Recommendations

CPS2018-1100 ATTACHMENT

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	- Kisiskstaki 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 Thunderbirds	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

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

ISC: UNRESTRICTED
CPS2018-1097

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.

RECOMMENDATION OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES, HELD 2018 DECEMBER 05:

That the Administration Recommendations contained in Report CPS2018-1097 be adopted.

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.

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

ISC: UNRESTRICTED
CPS2018-1097

Business Improvement Area Policy & Governance Framework - Request for Deferral

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 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

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

ISC: UNRESTRICTED
CPS2018-1097

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

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

**Transportation Report to
SPC on Transportation and Transit
2018 December 06**

**ISC: UNRESTRICTED
TT2018-1405**

Green Line: Staging and Right-of-way and RouteAhead Update – Deferral Request

EXECUTIVE SUMMARY

Request to defer the reporting date on the 'Green Line staging update', 'interim use of Green Line rights-of-way for community purposes' and 'RouteAhead Update to prioritize major transit growth projects', and to streamline and coordinate reporting.

ADMINISTRATION RECOMMENDATION:

That the SPC on Transportation and Transit recommends that Council approve Administration's request to defer the reports on:

1. 'Green Line staging update' and 'interim use of Green Line rights-of-way for community purposes' to no later than 2019 Q1.
2. 'RouteAhead Update to prioritize major transit growth projects' to no later than 2019 Q3.

**RECOMMENDATION OF THE SPC ON TRANSPORTATION AND TRANSIT, HELD 2018
DECEMBER 06:**

That the Administration Recommendations contained in Report TT2018-1405 be adopted.

PREVIOUS COUNCIL DIRECTION/POLICY

At the 2018 March 19 Combined Meeting of Council, recommendations of TT2018-0145: *Green Line Program update – Future Stages Planning and Design*, were adopted as amended:

1. Direct Administration to report to Council through the SPC on Transportation and Transit in Q4 2018 with a staging recommendation and update on layers 1 (LRT infrastructure design), 2 (station connections), 3 (planning and development), and 4 (City Shaping) for the long-term Green Line vision;
2. Continue land acquisition outside of the Stage 1 project guided by a risk-based process until land requirements are updated with completion of the preliminary design for the North leg; and
3. Direct Administration to explore the ways and means that the existing right of ways (ROWs), north of 16th Avenue N and south of 126 Avenue S, can be activated for community purposes that may include, but are not limited to BRT, pedestrian and bicycle infrastructure, that can then convert to LRT infrastructure. Report back to Council through the SPC on T&T by Q4 2018.

At the 2018 May 28 Regular Meeting of Council, Notice of Motion C2018-0689: *Interim Alternative Use of Blue Line NE LRT Right-of-Way*, was adopted by Council directing Administration to:

- a. Explore potential interim alternative uses for the reserved LRT ROWs for the Blue Line NE, north of Saddletowne Station, that may include, but are not limited to, transit improvements, pedestrian and bicycle infrastructure, and parks that can be converted to LRT infrastructure.
- b. Provide an assessment of feasibility, capital costs required, return on investment and timelines for the potential interim uses.
- c. Report back to Council through the SPC on Transportation & Transit by Q1 2019.

Transportation Report to
TRANSPORTATION AND TRANSIT
2018 December 06

ISC: UNRESTRICTED
TT2018-1405

Green Line: Staging and Right-of-way and RouteAhead Update - Deferral Request

At the 2018 June 25 Regular Meeting of Council, recommendations of TT2018-0617: *RouteAhead Update*, were adopted by Council, directing Administration to (in part):

2. Direct Administration to use the attached prioritization framework for major transit growth projects, and provide an update to Council through the SPC on Transportation and Transit by Q1 2019.

BACKGROUND

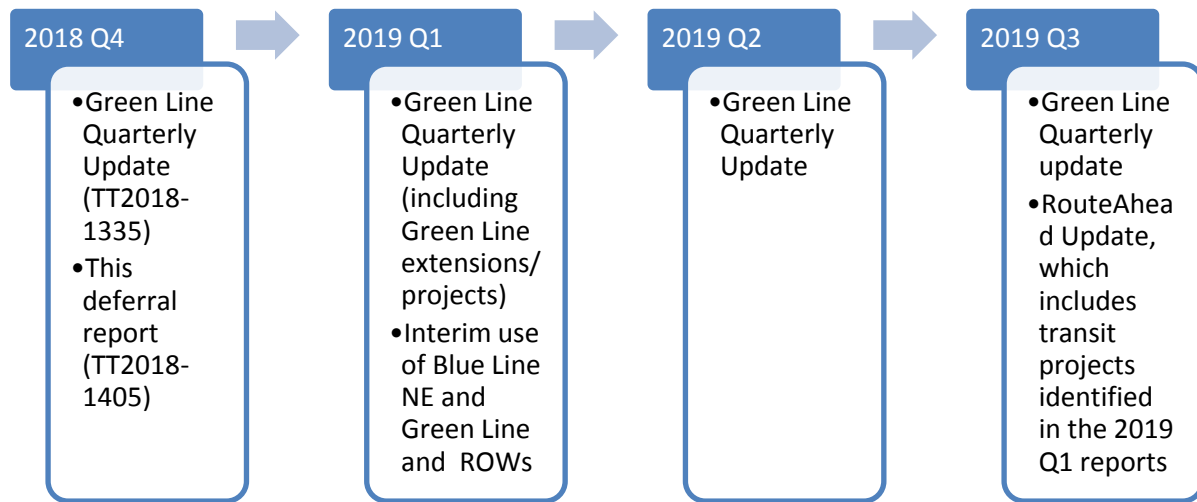
Administration has been tasked with reporting to Council on several related items, including Green Line staging, interim use of Green Line LRT rights-of-way, interim use of Blue Line Northeast LRT rights-of-way, and the RouteAhead update. To undertake the work required and provide a coordinated response a deferral is requested for the Green Line staging, and interim use of Green Line LRT rights-of-way reporting to 2019 Q1 as well as deferral of the RouteAhead Update to prioritize major transit growth projects to no later than 2019 Q3.

Administration is exploring options for future extensions beyond the initial stage 1 LRT project. Extensions to the north and southeast Green Line will be presented as potential projects (for example, two- or three-station extensions) that could be implemented to build-out the Green Line incrementally. This evaluation will be shared with the SPC on T+T in 2019 Q1 as part of the Green Line quarterly update. The potential projects will then be evaluated and ranked with all of Calgary Transit's major growth projects as part of the RouteAhead Update 2019 Q3.

Related to this work, Council directed Administration to investigate opportunities for activating city-owned lands that are reserved as future LRT rights-of-way on the Blue Line Northeast and Green Line outside the stage 1 project. Livable Streets, with their experience in working on community-scale projects and activating places, is leading this work, with input from Green Line and Calgary Transit. Due to the nature of this work, Administration will be reporting back to SPC on T+T with a framework for the use of Blue Line and Green Line rights-of-way in 2019 Q1, in a separate, but coordinated, report from the Green Line quarterly update. Projects identified in this scope of work that are public transit infrastructure will also be evaluated and ranked with all of Calgary Transit's major growth projects as part of the RouteAhead Update in 2019 Q3.

Timeline showing upcoming reports related to this deferral:

Green Line: Staging and Right-of-way and RouteAhead Update - Deferral Request



INVESTIGATION: ALTERNATIVES AND ANALYSIS

None regarding this request to defer.

Stakeholder Engagement, Research and Communication

None regarding this request to defer.

Strategic Alignment

None regarding this request to defer.

Social, Environmental, Economic (External)

None regarding this request to defer.

Financial Capacity

Current and Future Operating Budget:

None regarding this request to defer.

Current and Future Capital Budget:

None regarding this request to defer.

Risk Assessment

None regarding this request to defer.

Transportation Report to
TRANSPORTATION AND TRANSIT
2018 December 06

ISC: UNRESTRICTED
TT2018-1405

Green Line: Staging and Right-of-way and RouteAhead Update - Deferral Request

REASON FOR RECOMMENDATION:

To align the investigation and reporting of a variety of related requests from Council, Administration requests this deferral.

ATTACHMENT

None

Transportation Report to
SPC on Transportation and Transit
2018 December 06

ISC: UNRESTRICTED
TT2018-1289

The Calgary Goods Movement Strategy

EXECUTIVE SUMMARY

The Calgary Region is a multimodal hub connected to local, national and international markets by railways, highways, pipelines and a large international airport. Referred to as an inland port, Calgary is a goods movement hub that enables the distribution of goods between businesses in and around Calgary, as well as provincial, national and international markets. Several new large-scale distribution centres are evidence of the growing footprint of warehousing and logistics in the Calgary Region.

Both residents and businesses in Calgary rely on the timely availability of goods and products to meet their daily needs. The cost of every day goods that citizens need directly depends on the transportation costs of those goods. The Calgary Transportation Plan (CTP) and the Municipal Development Plan (MDP) recognize that efficient goods movement is essential to Calgary's well-being, growth and quality of life. Goods movement helps ensure distribution centres and other economic sectors (e.g. manufacturing, wholesale and retail trades, construction and agriculture) continue to thrive and grow. It is important to develop a strategy to improve goods movement network to serve citizens now and into the future. For these reasons, Administration initiated a goods movement strategy in 2017.

The Calgary Goods Movement Strategy (GMS) is the first comprehensive study on our city's goods movement and can be used to better understand the economic importance, issues and challenges as well as a tool to enhance goods movement for Calgarians. The strategy has several unique aspects including strong ties to economic development, collaboration with public and private sector stakeholders, consideration of innovations and technological advances in goods movement and analysis of various data sources. It also includes a public education and awareness campaign.

The GMS is informed by feedback from targeted stakeholder engagement, including identification of current challenges, potential solutions and ideas on how to ensure Calgary thrives in the transportation and logistics sectors over the next 30 years. Research was conducted using truck travel data analysis, an origin-destination survey of trucks, interviews with key stakeholders, best practice research and a jurisdictional survey of nine North American cities. The strategy supports a multimodal system that is safe, economical, reliable, efficient and environmentally sustainable.

The GMS recommends 26 actions grouped according to six strategic directions. The actions complement each other and inform land use planning, development approval, economic development, investment decisions and transportation infrastructure planning and operations. The GMS also includes implementation and monitoring plans which act as roadmaps to achieve an efficient goods movement network.

The strategy has attracted significant interest and support from the public and private sector, distributors and logistics communities, who want to collaborate with The City to implement the GMS and promote Calgary's attractiveness as a place to grow and invest. Several stakeholders have provided letters of support.

Transportation Report to
TRANSPORTATION AND TRANSIT
2018 December 06

ISC: UNRESTRICTED
TT2018-1289

The Calgary Goods Movement Strategy

ADMINISTRATION RECOMMENDATION:

That the Standing Policy Committee (SPC) on Transportation and Transit recommends that Council:

1. Approve the Goods Movement Strategy and adopt the Strategic Directions and action items of the Strategy as per the Attachment 1
2. Direct Administration to consider capital and operating funding requirements for implementation of the short-term action items into the mid-cycle budget adjustments for 2021-2022
3. Direct Administration to include the capital and operating costs to deliver the medium-term strategy actions during the development of the next budget business cycle (2023-2026)
4. Direct Administration to work with industry and stakeholders to establish a goods movement committee to provide input into the implementation and monitoring of Goods Movement Strategy. Request that the City Clerks circulate Members of Council as to their interest in serving on this committee, to return to Council with the results of the poll and a draft Terms of Reference no later than Q1 2019.
5. Direct Administration to report back with an update on the Goods Movement Strategy implementation to Council through the SPC on Transportation and Transit no later than Q2 2021

RECOMMENDATION OF THE SPC ON TRANSPORTATION AND TRANSIT, HELD 2018 DECEMBER 06:

That Council:

1. Approve the Goods Movement Strategy and adopt the Strategic Directions and action items of the Strategy as per the Attachment 1;
2. Direct Administration to consider capital and operating funding requirements for implementation of the short-term action items into the mid-cycle budget adjustments for 2021-2022;
3. Direct Administration to include the capital and operating costs to deliver the medium-term strategy actions during the development of the next budget business cycle (2023-2026);
4. Direct Administration to work with industry and stakeholders to establish a goods movement committee to provide input into the implementation and monitoring of Goods Movement Strategy. Request that the City Clerks circulate Members of Council as to their interest in serving on this committee, to return to Council with the results of the poll and a draft Terms of Reference no later than Q1 2019; and

**Transportation Report to
TRANSPORTATION AND TRANSIT
2018 December 06**

**ISC: UNRESTRICTED
TT2018-1289**

The Calgary Goods Movement Strategy

5. Direct Administration to report back with an update on the Goods Movement Strategy implementation to Council through the SPC on Transportation and Transit no later than Q2 2021.

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2009 September 28 Regular Meeting of Council, Council approved the Municipal Development Plan (MDP) and the Calgary Transportation Plan (CTP). The CTP and MDP recognize commercial vehicles as a critical element of Calgary's economy, with an emphasis on several key areas such as the airport, industrial areas, intermodal rail terminals and primary goods movement corridors. Specifically, the CTP provides the policy framework for the Goods Movement Strategy through transportation goal five, "promote economic development by ensuring the efficient movement of workers and goods".

BACKGROUND

Calgary's citizens and businesses depend on transportation network to purchase and distribute a wide range of products efficiently and seamlessly. CTP and MDP recognize that efficient goods movement helps achieve transportation, land use, economic and environmental aspirations and goals. Over \$20 billion in goods comes to and from Calgary by truck and rail every year (*source: Statistics Canada*). About \$5 billion of exports and imports are cleared through Calgary International Airport every year (*source: Statistics Canada and Canada International Merchandise Trade Database*). An efficient goods movement system helps ensure that Calgary residents and businesses have access to a full range of products at reasonable costs from around the world. It is important to sustain an efficient goods movement network in the face of rapidly changing technological advancements in transportation and in the supply chain and warehousing sectors. To understand existing challenges, upcoming trends and to ensure that Calgary's goods movement network can continue to serve the citizens into the future, administration prioritized the development of a comprehensive strategy, the first of its kind for Calgary.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The objectives of the Goods Movement Strategy are to:

- Identify and prioritize short, medium and long-term actions, strategic directions and investments in transportation infrastructure to enhance the goods movement network in Calgary.
- Support the MDP's urban growth policies and the CTP's sustainable transportation initiatives, as well as identify proposed changes to the CTP's Primary Goods Movement Network.
- Complement municipal and regional economic development initiatives by articulating the strong linkage between efficient goods movement and the economy.
- Review and where appropriate, consolidate The City's bylaws related to goods movement.

Study process:

The Calgary Goods Movement Strategy

Stakeholder engagement was a critical component of developing the GMS supported by analysis of existing conditions and trends, reviews of best practices and policies and focused data collection. The development of the GMS was done in four stages:

Stage One: Foundation - focused on establishing the basis for the strategy, profile of goods movement in Calgary and a review of the policy context. The economic importance of goods movement was also described in this stage. Advisory groups were formed and collected initial feedback from targeted stakeholders.

Stage Two: Issues and challenges - focused on identifying existing issues and challenges through data analysis and feedback from targeted stakeholders. An origin-destination survey of truck movements was conducted during this phase.

Stage Three: Opportunities - explored how issues and challenges can be addressed using feedback from stakeholders and through best practice reviews and jurisdictional surveys.

Stage Four: Strategy and Actions - focused on developing a policy framework for the strategy which included identifying actions, investments and priorities. In this stage, plans for implementing the GMS and monitoring the strategy's progress were developed.

Vision of the Goods Movement Strategy:

To guide the development of the GMS, the following vision was established:

The Goods Movement Strategy supports a multi-modal system that is safe, economical, reliable, efficient and environmentally sustainable.

Within Calgary, goods movement is widely recognized as an essential contributor to the economic, social and environmental wellbeing of residents and businesses.

Throughout the project, stakeholders identified both infrastructure and non-infrastructure related challenges.

Challenges were organized into the following themes:

1. Congestion and other inefficiencies on the roads and highways in and around Calgary
2. Emerging and ongoing needs and trends such as disruptive technologies
3. Protection of strategic goods movement infrastructure
4. Last kilometre deliveries and accessibility
5. Maintaining flexibility for future plans
6. Implications of regional needs

The GMS proposes several actions to address the above-mentioned challenges using six strategic directions:

The Calgary Goods Movement Strategy

#	Strategic Direction	Focus
1	Continue to invest in transportation infrastructure to enhance goods movement.	Action items propose potential improvements to transportation corridors connecting key industrial destinations to address network challenges raised by stakeholders.
2	Collaborate with external partners to enhance regional goods movement.	Action items focus on enhanced collaboration among public-and private-sector goods movement stakeholders.
3	Promote planning for logistics centres and industrial areas.	Action items enhance goods movement road network and help the Calgary International Airport, rail terminals, rail corridors and other strategic freight hubs to continue to thrive in the future.
4	Enhance last-kilometre deliveries.	Action items are proposed to improve deliveries at and within buildings to better meet existing and emerging delivery requirements.
5	Develop flexible plans to adapt for a changing future.	Recognizing and anticipating new technological and other emerging developments, this strategic direction proposes action items to help plan for a changing future.
6	Enable data collection and collaboration on goods movement research.	This strategic direction proposes action items to improve access and use of data and research to anticipate and better plan for goods movement needs.

The strategic directions and action items are informed by analysis of truck travel data in and around Calgary, stakeholder feedback, best practices review and jurisdictional surveys. All the 26 action items are listed in Attachment 1: The Calgary Goods Movement Strategy.

Other outcomes:

The GMS lists several potential and planned improvements that can enhance accessibility to and from areas with significant truck traffic, such as The Calgary International Airport, the northeast and southeast industrial areas and along major goods movement corridors. The GMS recommends that these initiatives be investigated further to take explicit account of the potential benefit to goods movement in the supporting functional plans, studies and the setting of priorities.

The recommended improvements include a broad range of actions, such as improving signal progression along goods movement corridors, improving connectivity to industrial areas and implementing previous Council approved infrastructure and intersection capital plans. Some specific recommendations include:

- Additions to the Primary Goods Movement Network, Map # 5 from CTP. The recommended additions aim to ensure connectivity and fluidity within the city including the

The Calgary Goods Movement Strategy

newly approved growth areas, as well as connectivity with the neighbouring municipalities with no route removals.

- Consolidation of the Truck Route Bylaw and the Dangerous Goods Bylaw. These bylaws are already supported by the truck route map, so it is recommended that they be combined to provide information to truck drivers in a single document. Improvements to the legibility and clarity of the truck route map are also recommended.

For more information, the Goods Movement Strategy Technical Reports are located on:
www.calgary.ca/goodsmovement.

Implementation plan:

The implementation plan provides measurable benefits of implementation and a suggested timeline presented as short, medium or long-term, depending on the most probable amount of time required to implement the actions. Since many of the actions are multi-faceted, a detail cost cannot be projected. Instead costs are rated on a three-point scale (represented as \$, \$\$, \$\$\$), where the first level represents low-cost policy directions or studies, the second level represents larger-effort strategies and programs, and the third level represents significant infrastructure investments. All 26 actions will be subjected to detailed evaluation prior to implementation. Details of the implementation plan can be found in Appendix A of Attachment 1: The Calgary Goods Movement Strategy.

Goods movement committee:

One of the action items within the GMS would see the establishment of a goods movement committee. The committee would be made up of City staff, Council representatives, members of industry, other public agencies and private industry and academia. The committee would move forward and monitor the implementation of the GMS. This idea is inspired by several other jurisdictions that have established committees to implement their goods movement strategies such as the Goods Movement Task Force in Peel Region, Ontario and TransLink's Urban Freight Council in Vancouver. A goods movement committee is recommended as the first step of implementation if the GMS is approved.

Measures of success:

Qualitative and quantitative indicators will be used to assess the success of implementing the GMS. The indicators are tied to the five elements of the vision: "a multi-modal system that is safe, economical, reliable, efficient and environmentally sustainable".

The indicators are:

- Safety: Reduction in collisions involving trucks
- Economical: Improved rate of return for investments along major truck routes
- Reliability: Reliable truck travel times
- Efficiency: Increased use of major truck corridors and Stoney Trail by trucks and reduction in truck traffic on other routes
- Environmental: Reduction in greenhouse gas emissions and air pollutants

Stakeholder Engagement, Research and Communication

Engagement plan

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The Calgary Goods Movement Strategy

Key stakeholders had multiple opportunities to participate in the development of the GMS, contributing their understanding of challenges and potential solutions and commenting on the draft strategy.

Four advisory groups were created to provide input from a range of perspectives throughout the development of the GMS:

1. Operational Advisory Group: Industry leaders focused on short-term operations and conditions
2. Strategic Advisory Group: Alberta Transportation, the Calgary International Airport, industry leaders and academics, focused on long-term perspectives
3. Regional Advisory Group: Neighboring municipalities focused on regional needs and opportunities
4. Internal Advisory Group: City staff focused on potential opportunities to address challenges

Other events:

- One-on-one interviews with representatives of key industries and infrastructure owners
- Symposia and workshops with academia and the logistics community
- Public engagement sessions, as well as an online survey

The GMS has attracted significant interest and support from the public and private sector.

Attachment 3: Letters of Support includes letters from the following stakeholders:

1. Alberta Transportation Delivery Services – Southern Region
2. Alberta Transportation Network and Capital Planning Branch
3. Calgary International Airport
4. Canadian Pacific Railways
5. Calgary Economic Development
6. Van Horne Institute
7. University of Calgary
8. Mount Royal University
9. Bison Transport
10. FedEx
11. Commercial Real Estate Development Association (NAIOP)
12. Alberta Sand and Gravel Association (ASGA)

Research

Background research for strategy development included an analysis of truck travel patterns within Calgary. Interviews with nine other peer jurisdictions on how to address goods movement challenges and a review of best practices in cities across North America and Europe were also conducted. A survey of more than 3,500 truck drivers on the roads and highways around Calgary was administered which enabled administration to profile the characteristics of trucks travelling to, from and through Calgary. The research and surveys were used to generate and assess potential solutions to challenges identified throughout the project. All proposed solutions were then vetted for feasibility and presented to key stakeholders for final review before inclusion.

Communication

The Calgary Goods Movement Strategy

An education campaign provided Calgarians with information about goods movement in Calgary and how it impacts their daily lives. The education campaign ran prior to advertising engagement opportunities so that participants would have a better understanding of the impacts of developing a goods movement strategy.

The engagement and communication activities undertaken as part of the project are summarized in Attachment 2: Goods Movement Strategy Engagement and Communications Summary Report.

Strategic Alignment

The GMS aligns with multiple Council approved policies and specifically supports:

- The CTP by reviewing, enhancing and augmenting the goods movement policies. The Strategy provides action items to help achieve goods movement goals listed in the CTP.
- The MDP by complementing and supporting urban growth policies. The Strategy complements The City's growth management and industrial land strategies.
- 2020 Sustainability Directions, "A Prosperous Economy, Smart Growth". The recommendations from the GMS supports the attraction and retention of businesses that need to move goods to markets in Calgary, regionally, nationally and internationally.
- One Calgary citizen priorities: 'A Prosperous City', 'A City that Moves', 'A Healthy and Green City', and 'A Well-Run City'. The recommendations will help improve travel time for people and goods.

Social, Environmental, Economic (External)

This report and the recommendations included in this report were reviewed for alignment with The City of Calgary's Triple Bottom Line (TBL) Policy Framework. The GMS sets a vision for a multi-modal system that is safe, economical, reliable, efficient and environmentally sustainable. Below are specific implications:

Social

Implementation of the GMS will support connecting goods and services, locally, regionally, and globally through a safe, efficient, reliable and connective goods movement network. The actions, when implemented, will improve quality of life for Calgarians by helping ensure they can continue to receive a wide-range of products at reasonable cost, facilitating connections to their jobs in the goods movement sector, and minimizing the impacts of goods movement through appropriate planning and design.

Environmental

Implementation of the GMS is intended to help minimize fuel consumption, greenhouse gas emissions and air pollutant emissions from goods movement activity.

Economic

The GMS was developed in close collaboration with Calgary Economic Development and other industry associations. Implementation of the GMS supports the economic development of Calgary

The Calgary Goods Movement Strategy

by helping ensure the efficiency of goods movement, in turn making Calgary a more competitive location for businesses to locate.

Financial Capacity

Current and Future Operating Budget:

There are no immediate impacts to the current operating budget. Several action items that were recommended as part of the GMS could be implemented using the existing budget and resources. Funding requirements will need to be identified closer to the implementation of other action items.

Current and Future Capital Budget:

The GMS identifies infrastructure investments to enhance goods movement which could be included in the list of potential projects for future capital budgets.

Risk Assessment

The GMS supports the MDP and CTP and complements other strategies to improve and invest in goods, auto, transit, bicycling and pedestrian infrastructure. If the GMS is not approved by Council, there are potential impacts on the ability of the MDP and CTP to enable a fulsome multi-modal transportation system in Calgary.

The GMS has attracted significant interest and broad support from the private sector, distributors and the logistics community. They are eager to collaborate with The City to promote Calgary's attractiveness as a place to invest and grow. If the GMS is not endorsed by Council and if the action items are not implemented, there is the potential of losing stakeholder trust. It would be a missed opportunity to position the municipality as an inland market, support economic growth and support transportation and logistics industries in Calgary.

<p>REASON(S) FOR RECOMMENDATION(S): Goods movement is not just about trucks and moving large freight. It is about moving people and making delivery of day-to-day goods to Calgarians seamless and retaining jobs in a vital economic sector. The recommendations are a result of comprehensive engagement and are supported by key stakeholders. The recommendations will set the stage to achieve the vision of the Calgary Goods Movement Strategy: a multi-modal system that is safe, efficient, reliable, economical and environmentally sustainable. Implementing the action items means we are willing to move together with the</p>
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The Calgary Goods Movement Strategy

industry, with Calgary Economic Development and key stakeholders to help maintain and grow our economy.

ATTACHMENT(S)

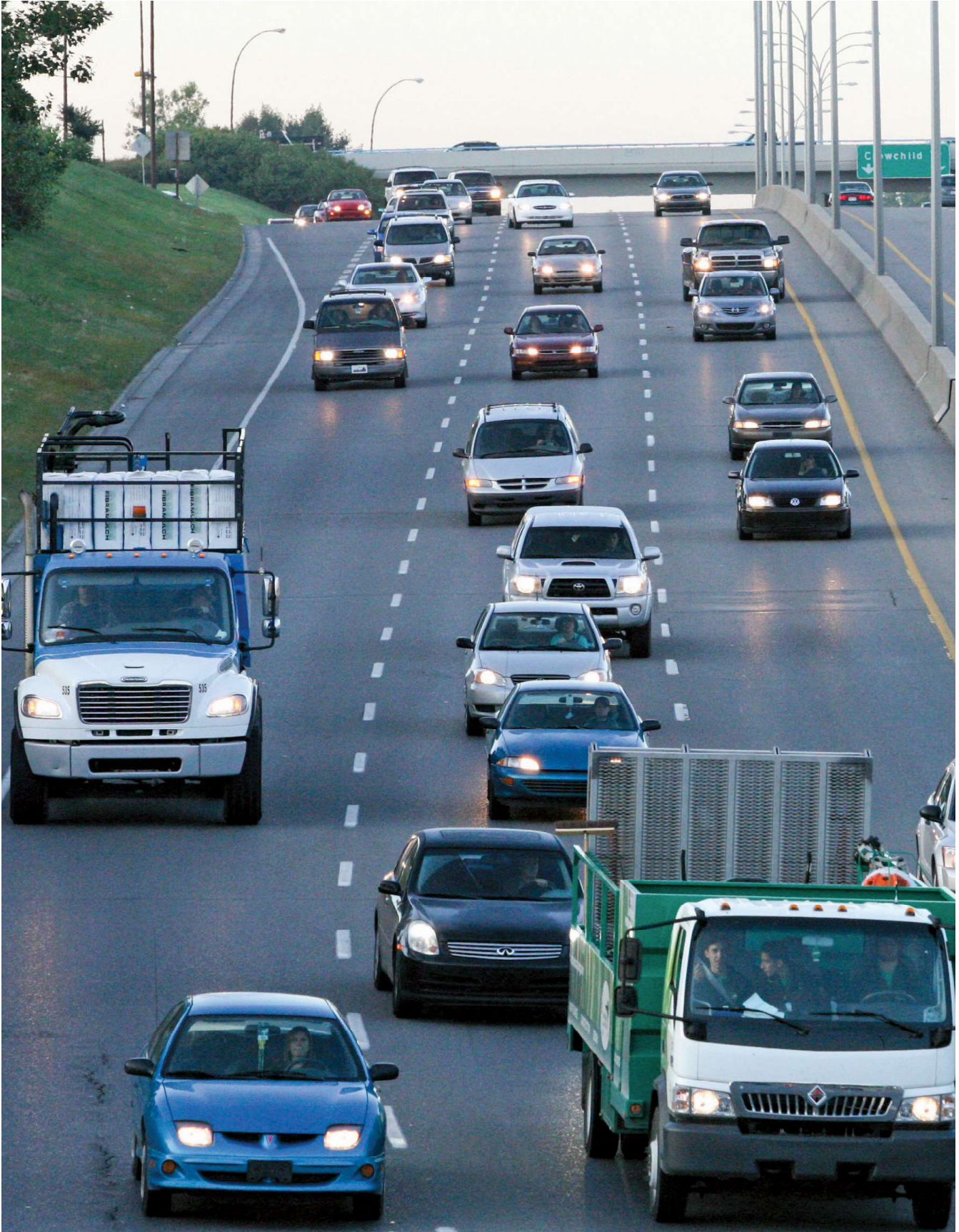
1. Attachment 1 – The Calgary Goods Movement Strategy
2. Attachment 2 – Goods Movement Strategy Engagement and Communications Summary Report
3. Attachment 3 – Letters of support



The Calgary Goods Movement Strategy

Moving together to help our economy

The Calgary Goods Movement Strategy



Message from Michael Thompson

General Manager of Transportation



Calgary's origins began where the Bow and Elbow rivers come together, a significant meeting place for the Siksika, and later the North West Mounted Police who eventually laid the foundation for our city. The City of Calgary has since established itself as an important destination in western Canada, a gathering place for minds to connect, goods and services to be exchanged and lives to prosper. Today, the Calgary Region connects local, national and international markets by rail, highway, pipeline and an international airport. As an inland port, Calgary enables the movement and distribution of goods between businesses from local markets to a large international scale.

Calgary's Transportation Plan and Municipal Development Plan recognize that the movement of goods is essential to Calgary's wellbeing, growth and quality of life. Calgary's goods movement industry supports approximately 134,000 jobs in the Calgary Region. It contributes up to \$14.5 billion in our region's Gross Domestic Product. To continue to support Calgary's prosperity, and diversify, strengthen and attract new investments in our economy, I'm pleased to share the Goods Movement Strategy with you today.

Our Goods Movement Strategy outlines how to support the movement of goods throughout Calgary, by making improvements to our local transportation network. These improvements support the economy by effectively and efficiently moving goods to markets in the Calgary Region and beyond. The Goods Movement Strategy aligns with Council's decisions regarding new capital investments, priorities and funding, along with The City's Growth Strategy.

The team has done a tremendous job collaborating with the public and private sector, considering innovations and technological advancements. Their efforts to take a regional approach to develop this plan included examining common challenges and growing trends in transportation. Effective and efficient transportation networks will improve the reliability and availability of goods for all Calgarians, helping our city thrive for the next 30 years. I'm excited that the Goods Movement Strategy identifies actions and investments that will support the economic development of Calgary in the short and long-term.

Through the Goods Movement Strategy, we will make improvements to our local transportation network, making Calgary an even more attractive destination to live and make a living.

Sincerely,

Michael Thompson
General Manager, Transportation

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The Calgary Goods Movement Strategy



What is goods movement?

What is goods movement?

Goods movement is about how the products that we consume and businesses produce reach their destinations. This includes their journeys to, from and within Calgary.

Goods are also referred to as freight or cargo. They include all the items that people use in their every day life.

Goods movement includes the industries of transportation, logistics and warehousing. These industries are involved in the movement of goods between producers and consumers. With respect to goods movement, logistics involves the planning and coordination of the movement of goods between producers, businesses and consumers.

Goods can be moved by foot, bicycle, truck, train, airplane, ship or pipeline. Due to this, the Calgary Goods Movement Strategy is multi-modal. It considers all the vehicle-types and supporting infrastructure that enable goods to be delivered to Calgary residents and businesses.

While all modes of transportation are important to ensuring an effective goods movement system, the Calgary Goods Movement Strategy focuses on road based transportation generally. This is because nearly all goods need to be transported by truck eventually. However, all modes of transportation are important to ensuring an effective goods movement system.

Calgary is connected to local, national and international markets in several ways. Major railways, interprovincial and cross-border highways and a large international airport distribute products to and from businesses in Calgary and all over the world.

Why is goods movement so important?

The popularity of online shopping has increased the number of packages delivered to homes and businesses in Calgary. As a result, it has increased the number of delivery vehicles on Calgary's roads. It also means that more deliveries happen outside of traditional work hours.

Businesses in Calgary depend on the transportation network to bring them the products they need to help Calgarians live their daily lives. Some businesses buy raw materials such as wheat and barley to make into goods like flour and beer. Other companies buy goods for manufacturing and construction, like metal and lumber. Retailers ship pre-made items such as clothing, electronics and snack foods to Calgary for us to buy in malls and corner stores. The last kilometre of travel for many products happens on Calgary's roads and highways by truck or van.

Economic importance of goods movement in Calgary

Goods movement is a key contributor to and enabler of Calgary's economy. In recent years, Calgary has evolved into one of western Canada's leading multi-modal goods movement hubs. The Transportation, and Warehousing and Wholesale Trade sectors directly accounted for nearly 8 per cent or \$9 billion of the Calgary region's gross domestic product (GDP) in 2015. These sectors in turn support other economic activity, yielding a combined GDP impact of more than \$14.5 billion in 2015. They also directly and indirectly supported up to 134,000 jobs in the Calgary region.

Statistics Canada estimated that **\$10 billion** in goods moved **from** the Calgary region to other regions of Canada by truck and rail in 2012, and **\$13 billion** in goods moved **to** the Calgary region by truck and rail. The recent additions of large-scale distribution centres add to the growing footprint of warehousing and logistics in the Calgary region. These businesses can only thrive when they are complemented with a sustainable multi-modal transportation network to carry goods to, from and within Calgary and people between their jobs and homes.

Goods movement employment

The location of jobs in goods movement (transportation and logistics) industries provides some indication of where goods movement activity within Calgary is likely to start and end. These locations also indicate the key destinations to which workers in these industries must commute. Most of Calgary's employment in goods movement-related industries is clustered in the northeast, south of Calgary International Airport, and in the city's southeast between the CP and CN rail networks.



Around the airport, there is primarily air sector and support sector employment, which includes activities that relate to passenger transportation. There are also several warehousing, storage and trucking sector employers, which likely support the transit of freight through the airport.

In southeast Calgary, warehousing, storage, trucking and rail sector employment is clustered around areas with rail spur access. This also corresponds to the locations of many transload facilities and CP's intermodal terminal. A smaller cluster of employment is also located between CP's line south to Lethbridge and its line east to Regina.

Developing the strategy

Objectives

The Municipal Development Plan (MDP) and the Calgary Transportation Plan (CTP) set out the future direction for Calgary's urban form and transportation system. Both plans recognize that efficient goods movement is essential to Calgary's wellbeing and quality of life, as well as to the achievement of transportation, land use, economic and environmental aspirations and goals.

In support of this recognition, The City commissioned a Goods Movement Strategy. The Strategy will help determine what transportation infrastructure improvements need to be made to help Calgary thrive as a distribution hub over the next 30 years. The Strategy also will help The City support businesses and residents alike through continued improvements to Calgary's transportation network. These improvements will continue to help move goods efficiently to markets in Calgary and beyond.

The objectives of the Calgary Goods Movement Strategy (the "Strategy") are to:

- Identify and prioritize short-, medium- and long-term actions, policies and investments in transportation infrastructure to enhance the goods movement network in Calgary.
- Support the MDP's urban growth policies and the CTP's sustainable transportation initiatives, as well as identifying proposed changes to the CTP's Primary Goods Movement Network.
- Complement City and regional economic development initiatives by articulating the strong linkage between efficient goods movement and the economy.
- Review and, where appropriate, consolidate The City's bylaws related to goods movement. This includes the truck route map and Bylaw 60M90.

The Strategy has two sets of outcomes:

- **Policies** specific to goods movement that can be incorporated into future CTP, MDP and other City plans. The consolidated truck route bylaws also inform City policies.
- **Actions and investments.** The Strategy identifies potential investment areas in infrastructure and operations that warrant further investigation, for facilities that are under the jurisdiction of The City and other levels of government. The Strategy also identifies actions and investments in technology, operations and practices, based on best practices in Calgary and elsewhere that could be led by The City in conjunction with other private- and public-sector stakeholders.

The Calgary Goods Movement Strategy complements other City transportation plans that detail the development of the transit network (Route Ahead), the pedestrian network (Step Forward) and the bicycle network (Cycling Strategy).

Vision

The vision for the Calgary Goods Movement Strategy is:

The Goods Movement Strategy supports a multi-modal system that is safe, economical, reliable, efficient and environmentally sustainable.

Within Calgary, goods movement is widely recognized as an essential contributor to the economic, social and environmental wellbeing of residents and businesses.

The vision serves three purposes:

1. It links the Strategy directly to The City's Triple Bottom Line policy, which is based in economic, social and environmental concepts.
2. It establishes the importance of goods movement in planning. It suggests that decision-makers must consider the extent to which goods movement investments and priorities will be balanced with those of passenger movement.
3. It provides a framework within which goods movement initiatives can be prioritized and evaluated using qualitative and quantitative tools, such as benefit-cost and multi-criteria analysis, with other initiatives.



Policies connected to goods movement

The Strategy is informed by municipal, provincial and federal government policies. These policies define the regulatory oversight for the use of the multi-modal goods movement network.

Among City policies, the MDP and CTP provide a context to support goods movement. They link goods movement to The City's land use, economic and sustainability policies and aspirations. The MDP notes the economic importance of Calgary International Airport, intermodal rail terminals and the transportation and logistics industry. It points out the need to ensure that these and other industrial sites are well connected to a road and highway network that can support the efficient movement of trucks, goods and services.

Other City policies that support or are relevant to goods movement are Investing in Mobility, the Complete Streets Policy, the Environmental Policy, the 2020 Sustainability Direction, the Triple Bottom Line Policy Framework, the Economic Development Strategy and the Industrial Lands Strategy.

Three City bylaws regulate the movement of trucks in Calgary:

- Bylaw 26M96 (Calgary Traffic Bylaw) regulates the movement of all types of traffic on Calgary's streets, including trucks and commercial vehicles.
- Bylaw 60M90 (Calgary Truck Route Bylaw) regulates the movement of trucks in Calgary and defines a truck route network.
- Bylaw 13M2004 (Calgary Dangerous Goods Bylaw) regulates the movement of dangerous goods in Calgary, and defines a dangerous truck route network, as amended by Bylaw 23M2005.

These bylaws are supported by the Truck Route Network Development Policy (policy TP005), the Dangerous Goods Route Network Development Policy (policy TP001) and the High Load Corridor Development Policy (policy TP006). The City is also part of TRAVIS, which is a provincially led multi-jurisdictional permitting system for over-sized and overweight loads.

At the regional level, the 2014 Calgary Metropolitan Plan notes the importance of an integrated efficient infrastructure system for the movement of people and goods. This plan was a voluntary collaborative initiative of the Calgary Regional Partnership (CRP), whose members included The City of Calgary and several surrounding municipalities. The CRP has since been dissolved. The newly-established Calgary Metropolitan Region Board (CMRB) is charged with creating land use and servicing plans that, among other outcomes, promote coordinated development and infrastructure to serve Calgary and nine surrounding municipalities. Goods movement is not specifically mentioned yet, although this Strategy is expected to inform future CMRB initiatives.

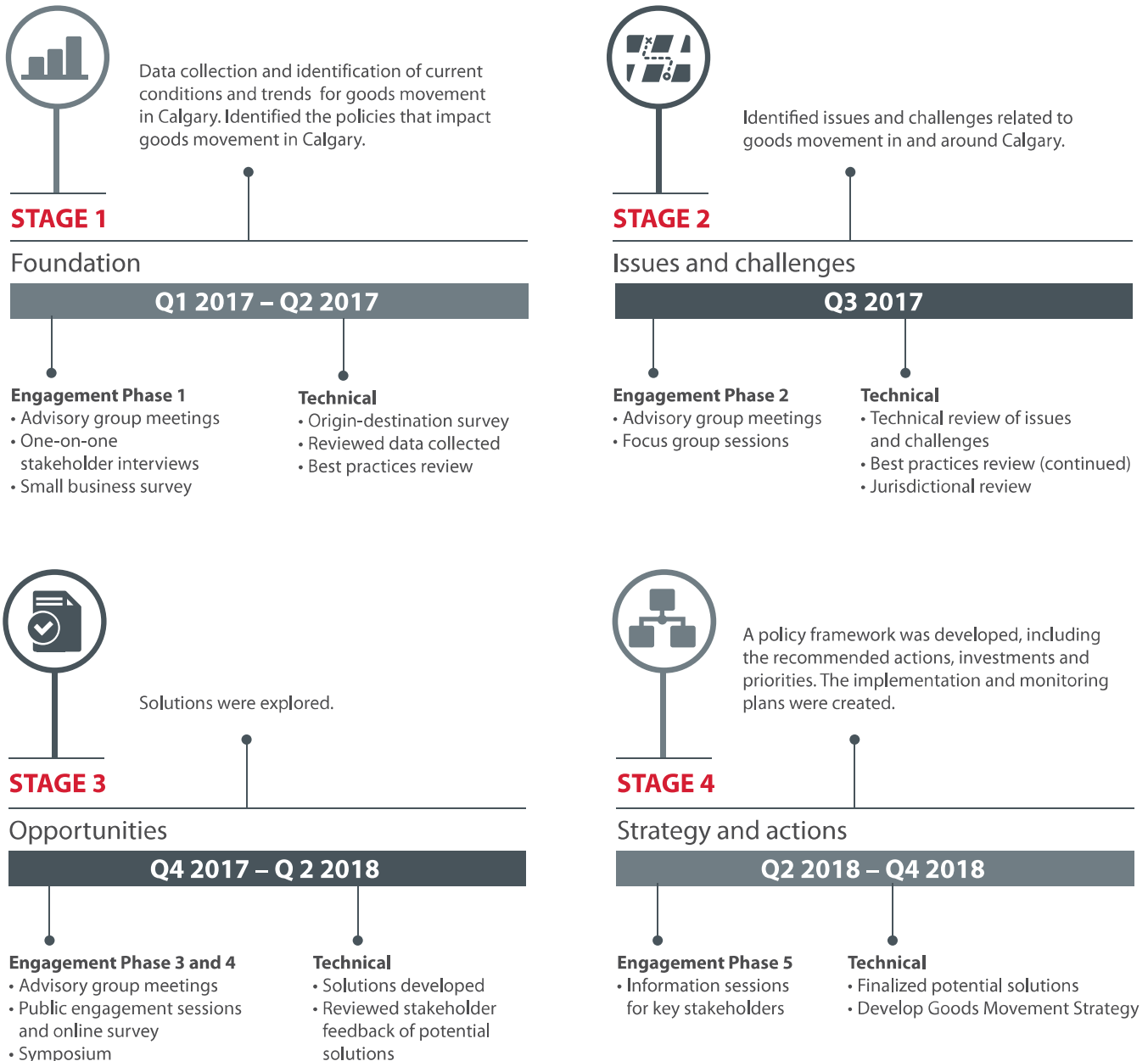
The province regulates goods movement within Alberta, notably the funding and operation of provincial highways. Relevant provincial policies, legislation and regulations include the 2018-2021 Transportation Business Plan, Alberta *Traffic Safety Act* and Commercial Vehicle Safety Regulations.

An intermodal rail terminal is where containers carrying goods can be loaded to and from trucks and trains, without having to move the goods from one container to another. Goods are not handled directly by staff working at intermodal rail terminals. The container stays sealed as it moves from truck to train or vice versa.

The Calgary Goods Movement Strategy

The federal government is charged with regulating and enabling goods movement across Canada and internationally, including regulating modes such as rail, air and pipelines that cross borders. Relevant federal legislation and regulations includes the *Canada Transportation Act*, the *Transportation of Dangerous Goods Act*, the *Railway Safety Act* and the Commercial Vehicle Drivers Hours of Service Regulations. The federal government is also seeking to enhance goods movement through its Trade and Transportation Corridors Initiative.

Development of the strategy



How stakeholders were involved

Engagement strategy

The Strategy was driven by stakeholder-defined challenges and inputs, aided by supporting research and analysis. Due to this, the engagement approach was multi-faceted, involving both online and face-to-face components. It was important to work directly with industry stakeholders to understand their needs specifically. Calgarians were consulted at a key milestone in the project rather than throughout the project, as it is anticipated that any improvements made would benefit them as well. This engagement was in the form of face-to-face events and an online survey.

Key industry stakeholders provided valuable input that helped the project team understand operational and strategic issues and challenges, and how to address them in the long- and short-term. This was done through face-to-face consultation with stakeholders, and where appropriate augmented with online surveys.

Engagement activities were taken in five phases, which took place at different stages in the project.

Engagement activities

Key stakeholders were invited to participate in several engagement activities. These included advisory groups, one-on-one interviews and focus groups.

The advisory groups focused on providing the project team with detailed input from a range of perspectives throughout the development of the Strategy. The advisory groups met between April 2017 and September 2018. The advisory groups were organized as follows:

- Operational Advisory Group, which addressed short-term needs and opportunities.
- Strategic Advisory Group, which took a long view on challenges and opportunities.
- Regional Advisory Group, which comprised the neighbouring municipalities.
- Internal Advisory Group, which comprised City staff and emergency services.

The engagement activities for Calgarians consisted of three face-to-face sessions and an online survey. This took place in Q1 2018. As goods movement is a complex topic, a combined education and engagement campaign led into the public engagement opportunities. The education campaign provided Calgarians with basic information about goods movement in Calgary, so that they would have a better understanding of goods movement prior to participating in engagement activities. The engagement campaign encouraged Calgarians to participate in the engagement opportunities.

Focus group sessions held in Q4 2017 helped capture additional feedback from the broader goods movement industry and academia on potential long-term solutions.

What we heard from stakeholders

What we heard in Phase One

During the first phase of engagement three main themes came out of the advisory groups: planning and coordination with other regions/partners, maintaining accessibility, and being prepared for emerging trends. More in-depth analysis of the verbatim revealed many sub-themes which were dominated by issues surrounding current infrastructure, flexibility, updating policies and bylaws, and land uses.

What we heard in Phase Two

The operational advisory group discussions focused on how goods flow through Calgary, how infrastructure changes can alleviate bottlenecks and that improvement of data sharing between industry and The City is necessary.

The strategic advisory group discussions focused on future planning, land use, zoning and policies that are flexible enough to manage today's needs but also look to the future needs for goods movement.

Our discussions with regional partners focused on consistent routes for goods, appropriate infrastructure for moving goods and collaboration around future developments. The aggregate industry emphasized the importance of minimizing the impacts to goods movement through appropriate planning, development and designation of truck routes.

What we heard in Phase Three

Our public engagement indicated that many respondents still want their goods delivered directly to their homes. They also preferred daytime deliveries, although there was some flexibility on picking parcels up from a dedicated location or having the deliveries either early morning or evening.

- At commercial, retail or condominium developments, respondents indicated that they would prefer that the appropriate infrastructure be in place for deliveries.
- We also heard that respondents preferred some form of time or location specific restrictions on deliveries to locations without a back alley or loading zone (e.g. strip malls).
- Respondents are open to adjusting signal timing to help goods move around more efficiently on truck routes, rather than creating specific infrastructure for trucks.
- Of respondents who work in the industrial parks, the majority currently drive themselves to work, but a significant portion of respondents said they would prefer other options for commuting.

Our Operational and Regional advisory group members used maps to show us what they felt were critical areas for transportation infrastructure improvements. Our Strategic advisory group spent time discussing how to protect transportation right-of-way for future changes in technology.

Focus groups discussed improving the flexibility in City policies related to transportation as changes take place within the goods movement industry. There were also discussions about industrial land servicing needs and the timing of future of technological advancements that are currently underway.

The Calgary Goods Movement Strategy

What we heard in Phase Four

In this phase, advisory group participants were asked to rate how well they thought that proposed solutions to challenges that were raised in previous phases of the project would work in Calgary. This was done through a dot-mocracy exercise. For the most part, participants indicated that all the solutions will work in Calgary.

What we heard in Phase Five

During this phase, stakeholders were shown a draft version of the Strategy recommendations, which included proposed infrastructure and operational improvements. This gave them the opportunity to see the results of the strategy and how their feedback on challenges and potential solutions had been addressed.

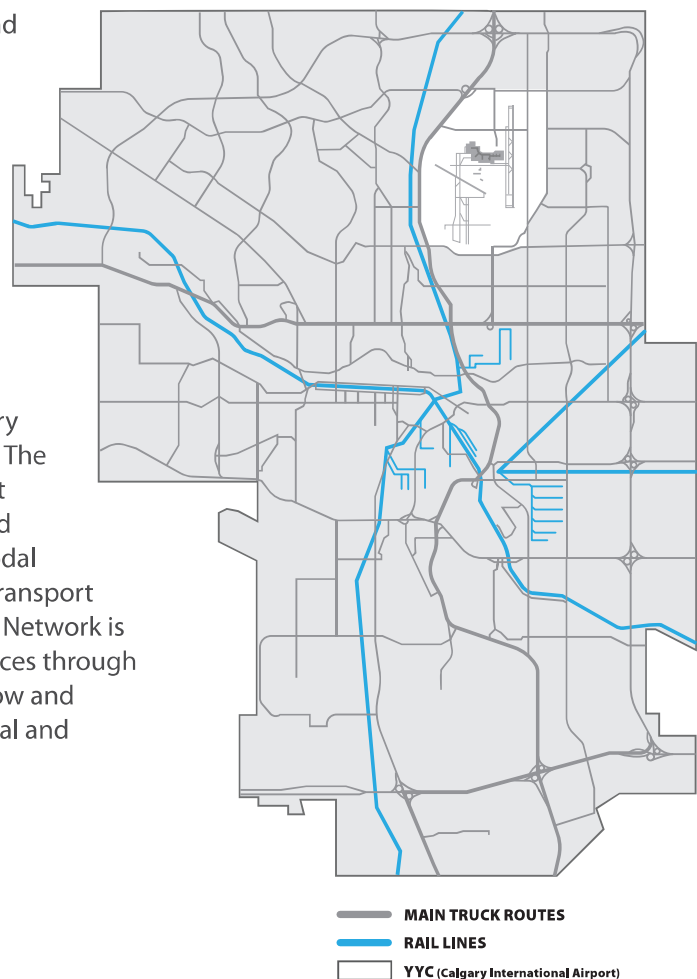
Goods movement in Calgary

How and where do goods move?

Calgary is served by a comprehensive multi-modal goods movement network, including provincially owned highways and City-owned roads, CN and CP rail lines and pipelines (Figure 1). There are also numerous facilities for transferring goods between transportation modes, including Calgary International Airport and rail intermodal and transload facilities. These facilities allow goods to be transported over long-distances quickly (in the case of air) and cost-effectively (in the case of rail), before being transferred to a truck for shipment to their destination.

Although the CTP emphasizes passenger movement, it recognizes commercial vehicles as a critical element of Calgary's economy. It does so by designating the Primary Goods Movement Network on key roads and highways. The Network defines high-priority routes that are used most often to transport goods. It emphasizes accessibility and connectivity to the airport, industrial areas and intermodal rail terminals and along roads that are heavily used to transport goods. By designating these routes as high priority, the Network is intended to facilitate the movement of goods and services through the implementation of measures that improve traffic flow and control access. It also promotes the situation of industrial and goods-generating land uses close to the network.

Figure 1:
Calgary's multi-modal goods movement network



Trucks and goods movement

Rail transload facilities are where goods are handled directly as they are moved between rail cars and trucks. Bulk, break-bulk (bulk goods being transported within containers like barrels) and oversized project specific cargo are handled at transload facilities.

Research was conducted to create a better understanding of goods movement in Calgary. This included an analysis of truck travel patterns within Calgary. The most important mode for the movement of goods within, to and from Calgary are trucks. In 2014, about 70 per cent of all goods by weight entered and exited Calgary by truck.¹ In 2015, approximately 120,000 truck trips were made within Calgary daily, according to City estimates.

Areas of high goods movement industry employment tend to be key generators of truck trips. In addition to the key northeast and southeast locations within Calgary, industrial areas to the north and east of the city, such as Balzac, are important truck trip generation clusters, as shown in Figure 2.

In the summer of 2017, an origin-destination survey of more than 3,600 truck drivers on the roads and highways around Calgary was conducted. The results profiled the characteristics of trucks travelling to, from and through the city.

The 2017 origin-destination survey of trucks travelling at the perimeter of Calgary found that there is a significant amount of truck trips within and between truck trip generation clusters daily. Daily truck trip volumes to and from the southeast and northeast industrial areas are especially high, as shown in Figure 3. This activity underscores the importance of goods movement activity both within Calgary and between Calgary and the surrounding region, and the corresponding need for a regional perspective in planning for goods movement needs.

Truck volumes across the city have been growing, generally in line with growth in Calgary's population and employment. The volumes crossing the city's boundaries are increasing fastest as new industrial and commercial development takes place in the surrounding region. Since 2001, the average annual truck growth rate across the boundaries of Calgary has slightly outpaced population growth, with truck trips on the highway around Calgary having grown by more than half over the last 15 years.

Truck trips within the Calgary Region are expected to continue to grow approximately in line with population and employment, although many emerging trends might affect where and how goods move in the future.²

**TRUCK MOVEMENT
ON HIGHWAYS AROUND CALGARY
HAS INCREASED BY
OVER 55%
IN THE LAST 15 YEARS**



The 2017 truck origin-destination survey also captured long-distance trucking activity. About one-third of long-distance trips to/from is between British Columbia and Calgary (Figure 5). By compass heading, the next highest percentage of long-distance truck trips is to and from Central and Northern Alberta

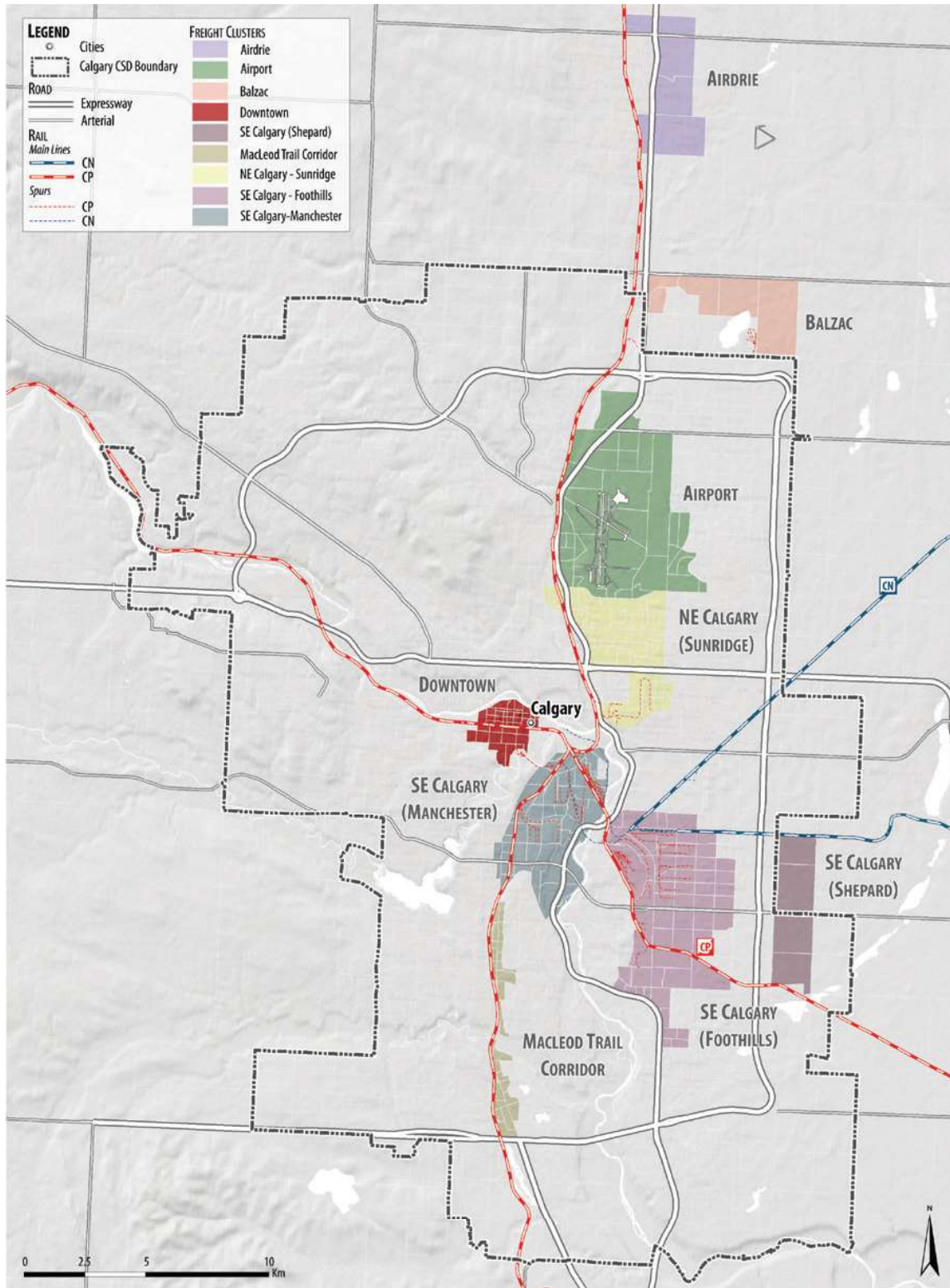
(27 per cent), including Edmonton (21 per cent). Trucks also come from and are destined to all other compass headings. They highlight Calgary's role as an important hub for goods between the US and eastern Canada, and Calgary.

¹ Consultant analysis of Statistics Canada Canadian Freight Analysis Framework, 2014, <https://www150.statcan.gc.ca/n1/en/catalogue/50-503-X2018001>.

² These forecasts do not factor in the results of the 2017 truck origin-destination survey.

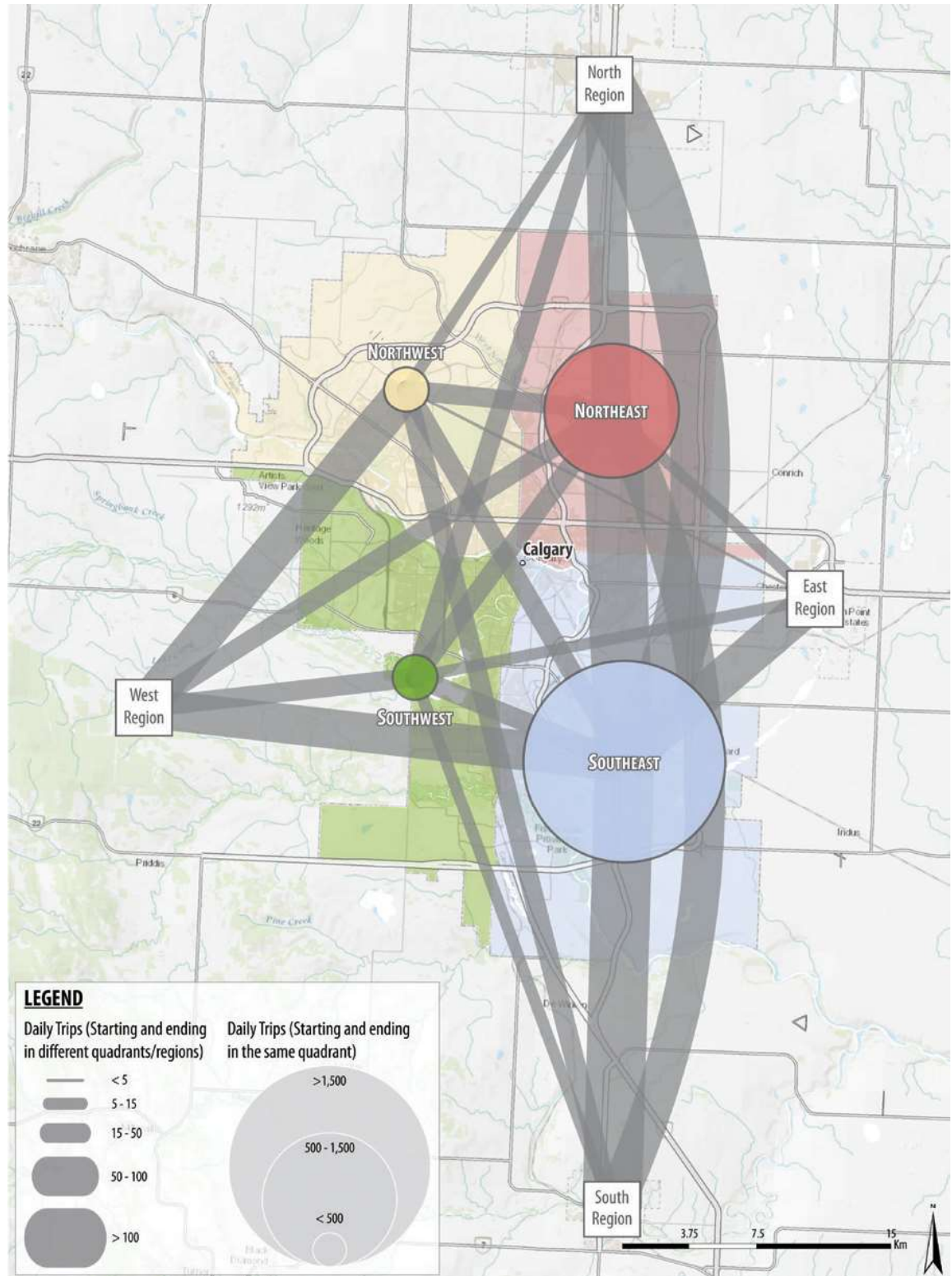
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Figure 2:
Top freight clusters by trip ends



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Figure 3:
Daily truck trip patterns within the Calgary region



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Trucks carry all types of goods. Based on the 2017 truck origin-destination survey results, construction-related materials, such as gravel and cement, were the most frequently cited specific goods carried by trucks on the roads and highways leading to and from Calgary. Based on more general classification by category of goods, food and farm products and general freight (like consumer products destined to retail stores) were the most frequently cited products entering and leaving Calgary.

The 2017 survey and other data demonstrate the importance of Calgary's highway system. The northeast quadrant of Stoney Trail experiences some of the highest truck volumes. This is consistent with its role in connecting major industrial areas and the inter-city highway network, as well as serving as a by-pass for trucks around Calgary. Highway 2, also known as Deerfoot Trail, from the north and the south are also some of the busiest truck entry points to Calgary.

Calgary also benefits from multiple highways to the east and west that allow goods to enter and exit the city. There are also several important highway and non-highway corridors for goods within Calgary, such as Glenmore Trail.

Figure 4:

General category of goods carried to and from Calgary

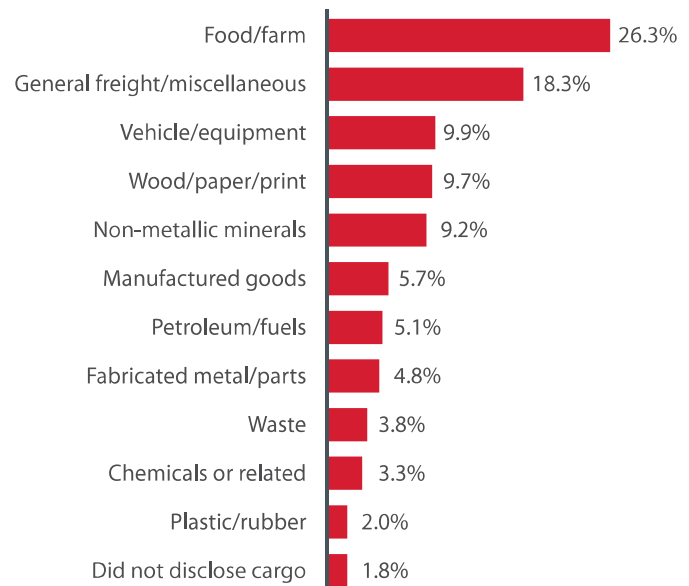
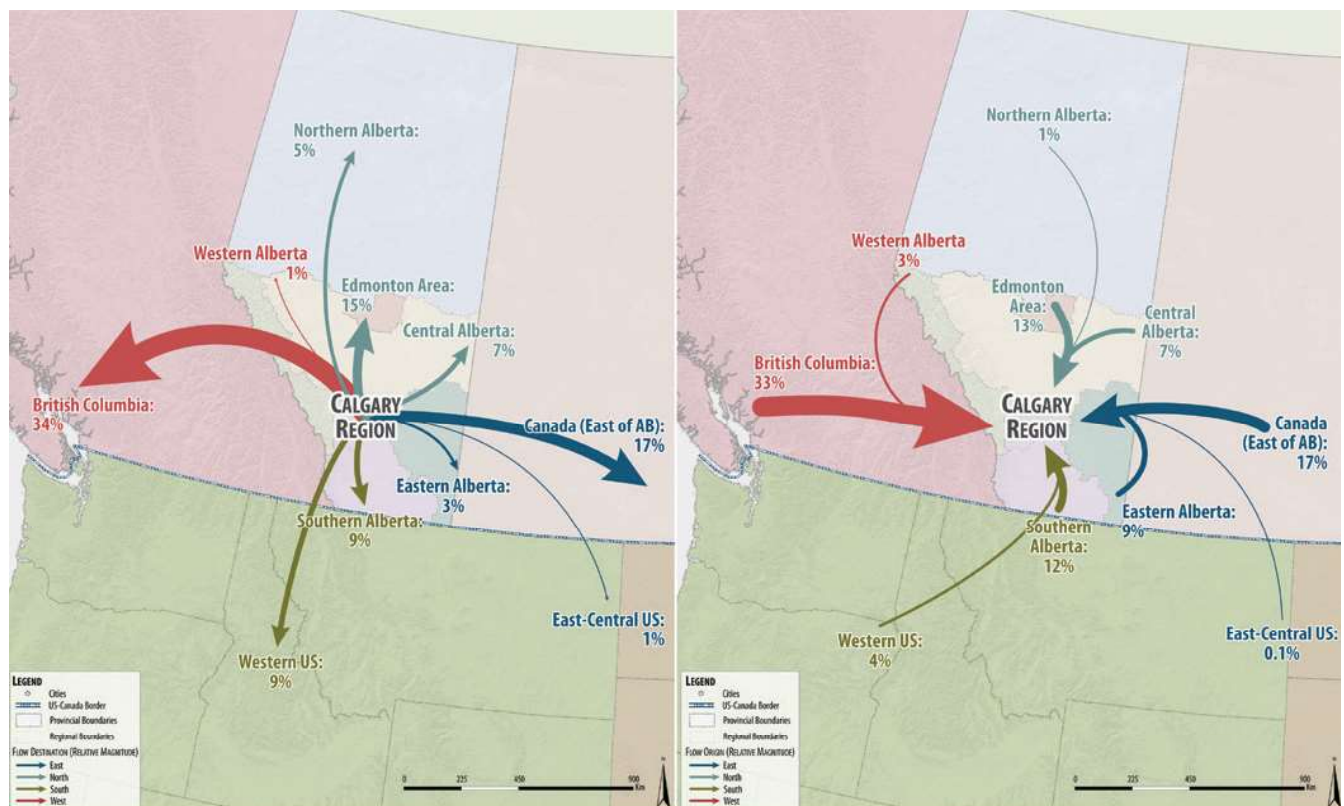


Figure 5:

Long-distance truck trips outbound from Calgary (left) and inbound to Calgary (right)

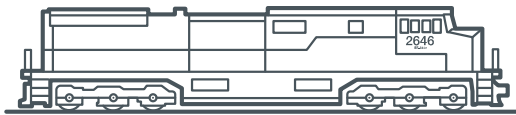


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Trains and goods movement

Containerized goods are goods that are shipped in sealed intermodal/shipping containers.

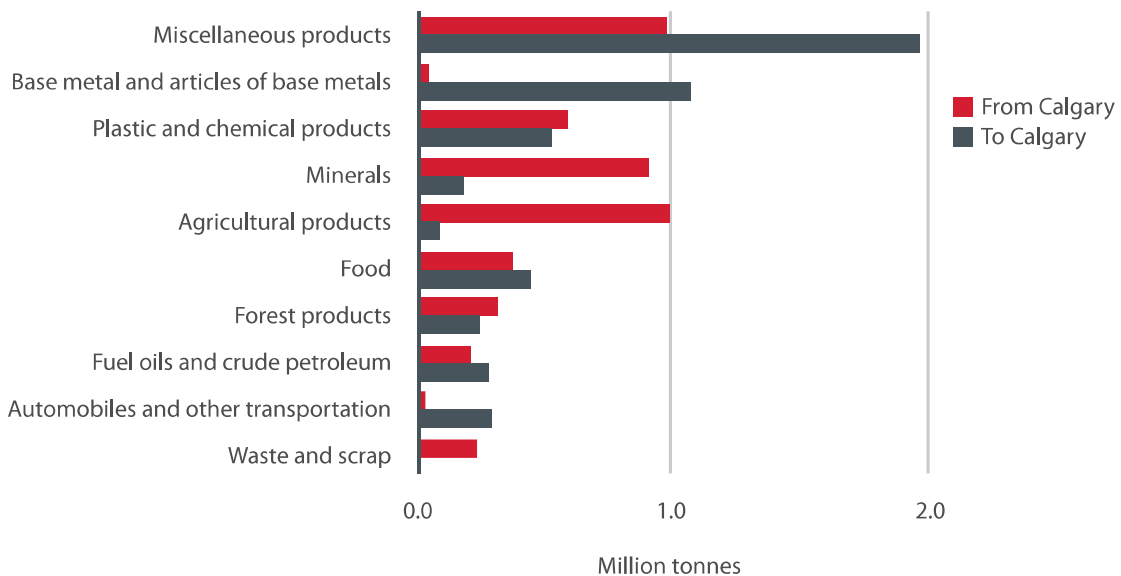
Calgary is served by two Class 1 railways, Canadian National Railway (CN) and Canadian Pacific Railway (CP). CP's transcontinental mainline from Vancouver to Montreal passes directly through Calgary. CN's east-west mainline runs through Edmonton between the Canadian West Coast (Prince Rupert and Vancouver) and Eastern Canada, the United States Midwest and the United States Gulf Coast. As a result, CN serves Calgary from a line that connects to the mainline through Edmonton. The busiest rail line in Calgary, CP's east-west mainline, can carry upwards of 25 trains per day.



NEARLY 3 MILLION TONNES OF GOODS WERE TRANSPORTED TO THE CALGARY AREA BY RAIL IN 2016

Relative to truck and other transportation modes, rail is most efficient at carrying high volumes of containerized and non-containerized goods. In 2014, rail carried nearly 30 per cent of goods by weight into and out of the Calgary region. This includes miscellaneous products such as consumer goods destined to retail stores, metals (e.g. steel for construction), plastics and chemical products (Figure 6).³ In 2016, 220,000 containers transporting 2.8 million tonnes of cargo were transported to Calgary by rail, and 140,000 containers containing 1.7 million tonnes were transported from Calgary.⁴

Figure 6:
Top ten category of goods transported by rail to and from Calgary in 2014



³ Consultant analysis of Statistics Canada Canadian Freight Analysis Framework, 2014, <https://www150.statcan.gc.ca/n1/en/catalogue/50-503-X2018001>.

⁴ Consultant analysis of data provided by Transport Canada.

Planes and goods movement

Calgary International Airport (YYC) is Canada's fourth busiest airport. It is served by major air cargo and courier services. A recent \$2 billion expansion added a new 14,000-foot runway and more industrial warehousing space, which has increased YYC's ability to handle anticipated growth in air freight. The YYC Global Logistics Park, which occupies over 330 acres of land, is accessible by shippers and receivers in the area from the major road and highway network. YYC operates 24/7 and cargo can be transported from YYC to anywhere in the world within 48 hours.⁵ Most cargo moves in the belly of passenger aircraft, although YYC is also served by cargo-only flights.

The airport handles approximately 135,000 tonnes of air cargo each year. Although these quantities are small relative to other modes, air cargo carries sensitive high-value cargo needed by Calgary businesses and residents, such as food products and pharmaceutical products. As a result, although air cargo only carried 0.3 per cent of goods by weight into and out of Calgary in 2014, it carried over 10 per cent of goods by value.

YYC is also a key international gateway for western Canada. Approximately \$2.1 billion worth of products was exported internationally by air in 2016. Approximately \$2.9 billion worth of imported products delivered by air was cleared through customs at the airport.



**\$1.7 MILLION IN
HOCKEY STICKS
WAS IMPORTED THROUGH
YYC IN 2016**

Pipelines and goods movement

Liquid product and natural gas pipelines operate in and through Calgary. For example, ATCO Pipelines owns and operates natural gas transmission pipelines that deliver natural gas from producers to customers in Calgary. These pipelines largely follow the major highway corridors in Calgary.

Trans-Northern owns and operates the Alberta Products Pipe Line, the main source of delivery for refined petroleum products in southern Alberta. This pipeline carries refined fuel products from refineries in the Edmonton area to distribution terminals in Calgary, including terminals at YYC. This pipeline carries approximately 48,000 barrels of refined fuel products per day.⁶

⁵ Calgary Airport Authority, *YYC Global Logistics Park*.

⁶ Trans-Northern, *Our Pipelines*.

Challenges with goods movement in Calgary

Through engagement with stakeholders and technical analysis of Calgary's road and highway network, challenges with goods movement in and through Calgary were identified. This work focused on the roadway infrastructure as air and rail transportation are regulated through various Provincial and Federal regulations and policies. The road and highway network challenges that were identified and reviewed were grouped into transportation infrastructure and non-infrastructure challenges.

Transportation infrastructure challenges refer primarily to bottlenecks and other traffic concerns at specific areas within Calgary that negatively impact the movement of motor vehicles that transport goods. These are outlined in more detail found below in Challenge 1.

Non-infrastructure related transportation challenges refer to broader policy challenges that can be addressed. They include things like emerging industry trends, protection of infrastructure, last kilometre deliveries, maintaining flexibility into the future, and regional needs. These are outlined further in Challenges 2-6 listed below.

Challenge 1: Congestion and other inefficiencies on roads

Throughout the project Calgary's road and highway network was reviewed and analyzed to identify potential challenges that can be addressed through infrastructure and technology improvements. Stakeholders helped identify specific locations where bottlenecks, congestion, operational concerns, capacity constraints, and conflicts with other traffic impact their work. They also expressed a desire for new or expanded connections.

As part of the review and analysis of the information provided by stakeholders, indicators such as the Peak Travel Time Index (TTI) were developed using truck GPS data to identify possible challenge areas. This helped confirm that several sections of Deerfoot Trail, within the southeast and northeast industrial areas and downtown Calgary, are subjected to higher TTI values and lower performance. By comparison, Stoney Trail generally operates under free-flow conditions during the peak.

The Peak TTI is the ratio of the free-flow truck speed to actual peak truck speed. The free-flow truck speed is defined as the average overnight speed. The peak speed is defined as the average speed in the most congested hour among the six peak hours as defined.

Source: National Performance Management Measures, US Federal Register, 2017.

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Based on stakeholder input and technical analysis four challenges were identified:

1. Stoney Trail has been successful in getting trucks around Calgary, but some additional needs remain, including additional connections.
2. Operational and capacity constraints cause bottlenecks at several locations, notably along Deerfoot Trail.
3. Some additional connections and corridors are desired, notably to improve east-west flow.
4. Traffic disruptions due to construction can be problematic and should be minimized.

Recommended improvements are detailed in Strategic Direction 1 and in Appendix B.

Challenge 2: Emerging and ongoing needs and trends

Several emerging trends have started to impact the goods movement industry. These include rapid growth in online purchasing and in the related customer demand for express delivery, tests of deliveries made by drones and robots, disruptive technologies such as Transportation Network Companies that allow anyone to be a courier, and the emergence of electric delivery vans and self-driving (autonomous) trucks. The pace and extent of these trends are still evolving, especially for new technologies. Challenges concerning the reliability, regulations, liability, safety and public acceptance and supporting infrastructure for new trends and technologies need to be resolved. However, it is evident that these trends and technologies will be factors in moving goods in and around Calgary in the future. In the meantime, the demands for moving goods will continue to grow.

The challenges listed below regarding new trends and technologies need to be resolved.

1. Changing demands and economic conditions will impact where and how goods are moved, such as the increasing growth of e-commerce changing how deliveries are made. For example, more delivery vehicles are seen in residential areas because of home deliveries due to the increase in online shopping.



CPCS



Left: Example parcel delivery locker.
Right: Example truck carrying dangerous goods.

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2. Economic downturns can result in heightened competitiveness and cost cutting among truckers. This can impact safety compliance among small or independent truck owners who do not always have the resources to devote to the regular maintenance of their vehicles. Economic downturns can also impact small or independent truck owners' ability to implement fuel efficiency measures.
3. Potential environmental impacts, such as from a spill or accident involving vehicles carrying dangerous goods, should be better anticipated in plans or designs that minimize mixing traffic from industrial/commercial and residential developments, rather than mitigated after an incident occurs.

Challenge 3: Protection of strategic goods movement infrastructure

Goods movement activities impact the surrounding community, and cannot always be given priority over other transportation system users. However, strategic goods movement infrastructure must be protected from encroaching land uses to ensure that it can continue to serve the function intended. For example, a noise curfew would limit air cargo operations and an airport's ability to attract and retain cargo airlines. Ensuring appropriate separation between goods movement infrastructure and other sensitive land uses can also minimize encroachments and promote safety.

1. Strategic goods movement infrastructure, especially airports, rail lines and rail terminals, need to be protected from conflicting land uses, to enable them to continue to effectively serve the region.
2. Complementary land use around strategic goods movement infrastructure needs to be protected. Access for goods movement needs to be protected even as lands are redeveloped.
3. Truck routes need to be protected to serve goods movement even when roads are reconfigured.
4. Conflicts between rail and truck traffic need to be minimized.

CP mainline through Calgary showing residential developments in the background.



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Aggregates truck turning left from 112 Ave. N.W. to Country Hills Blvd. N.W.

5. Efficient access to aggregates-producing lands need to be maintained as the surrounding areas develop. Conflicts between aggregates haulers and other traffic need to be minimized.
6. Roads into new development sites are not adequate to support heavy construction vehicles, so these vehicles often use adjacent neighbourhood roads to access the sites.

Challenge 4: Last kilometre deliveries and accessibility

Goods will continue to be delivered to Calgary businesses and residents, even as e-commerce and other factors change how deliveries are made. Six challenges were identified that impact the last kilometre of a delivery, whether it is to a home or business:

1. Changing demands for deliveries generate impacts in residential areas.
2. Delivering goods without impacting residents can be challenging.
3. Parking and operational layouts in recent suburban developments are not necessarily designed for the efficient use by couriers and express deliveries. This can impede deliveries, especially when snow is present.
4. Building and site design can constrain the delivery of goods.
5. The planning, supply and location of loading zones can constrain the delivery of goods.



Left: Food distribution company attempting evening delivery in Toronto.

Right: Curbs and parking in McKenzie Towne.

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Top left: Goods movement vehicle delivering to business in Toronto blocking parking.



Top right: Goods movement vehicle receiving parking ticket in Toronto.

6. Planning decisions impact goods movement. Goods movement cannot always be prioritized in planning decisions with respect to parking and circulation, but this comes at a cost for goods movement activities.

Challenge 5: Maintaining flexibility in future plans

It is anticipated that the emergence of many technologies, such as autonomous vehicles and drones, will have a profound impact on where and how goods and people move. Some technologies, such as truck platooning, could be more readily adopted to today's road and intersection configurations and geometries. Other technologies, such as fully autonomous vehicles, might require dedicated lanes of their own.

However, stakeholders told us that the pace and breadth of the uptake of new technologies depends on resolving the regulatory and other related challenges described under Challenge 2. Anticipating the full impacts of these new technologies on infrastructure plans is difficult – for example, the need for a dedicated lane for autonomous vehicles or recharging stations for electric trucks. As a result, infrastructure plans need to continue to meet the needs already identified today, while building in flexibility as conditions change.

It is important to incorporate flexibility in planning for technological changes. We should prepare for the future, even if it is unclear when or even if a technology will be deployed. Examples of things that we can do include:

- Protecting right-of-way for new transportation infrastructure.
- Adding the ability to repurpose transportation infrastructure in the future – for example, reserving a lane on an existing highway for autonomous vehicles.
- Drafting less prescriptive regulations and ensuring they are kept up-to-date as new technologies are deployed.
- Identifying the conditions or thresholds that might determine when planning for a new technology might become more critical.

However, building in flexibility today comes at a cost, which includes increased construction costs, sprawl and reduced regulatory enforceability.

Aside from the physical road and intersection configurations and geometries, investments in telematics and vehicle-to-vehicle, vehicle-to-infrastructure and infrastructure-to-infrastructure communications are also required for truck platooning and autonomous vehicles.



New warehouse under construction in Calgary.

Challenge 6: Implications of regional needs

Goods movement vehicles need to move seamlessly across the Calgary Region and western Canada. For Calgary to continue to develop as a western Canadian distribution hub, the following challenges should be reviewed and addressed where possible:

1. The Calgary Region will continue to be attractive as western Canada's hub, but not all new development will occur in Calgary, so connections across the region are important.
2. To be a meaningful guide and tool for attracting businesses, industry requires ongoing communications and predictability in infrastructure commitments from The City. Sharing information with industry stakeholders regarding the plans to construct new transportation infrastructure, even if it is not scheduled until well into the future, helps them with their business planning. To be able to do this, predictable and stable funding for transportation infrastructure and the establishment of plans beyond the short-term is required.
3. Increasingly, distribution centres and warehouses are in suburban, low density sites that are not always well served by transit. It is challenging to get employees who work in these industries to their jobs at these locations, especially overnight shift workers at these 24/7 operations.
4. Congestion at the Port of Vancouver – at the landside accesses – and the relatively low supply of room to expand around the individual ports, are of concern as they could result in delays and unreliable delivery times for goods destined to Calgary. Although alternative west coast ports exist, such as Prince Rupert, their lack of direct rail connectivity to southern Alberta presents further limitations.



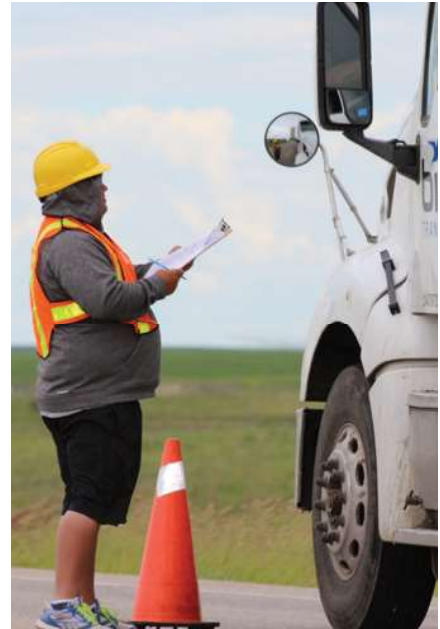
Port of Vancouver
Center in downtown
Vancouver.

David Kriger Consultants Inc.

Research into other goods movement strategies

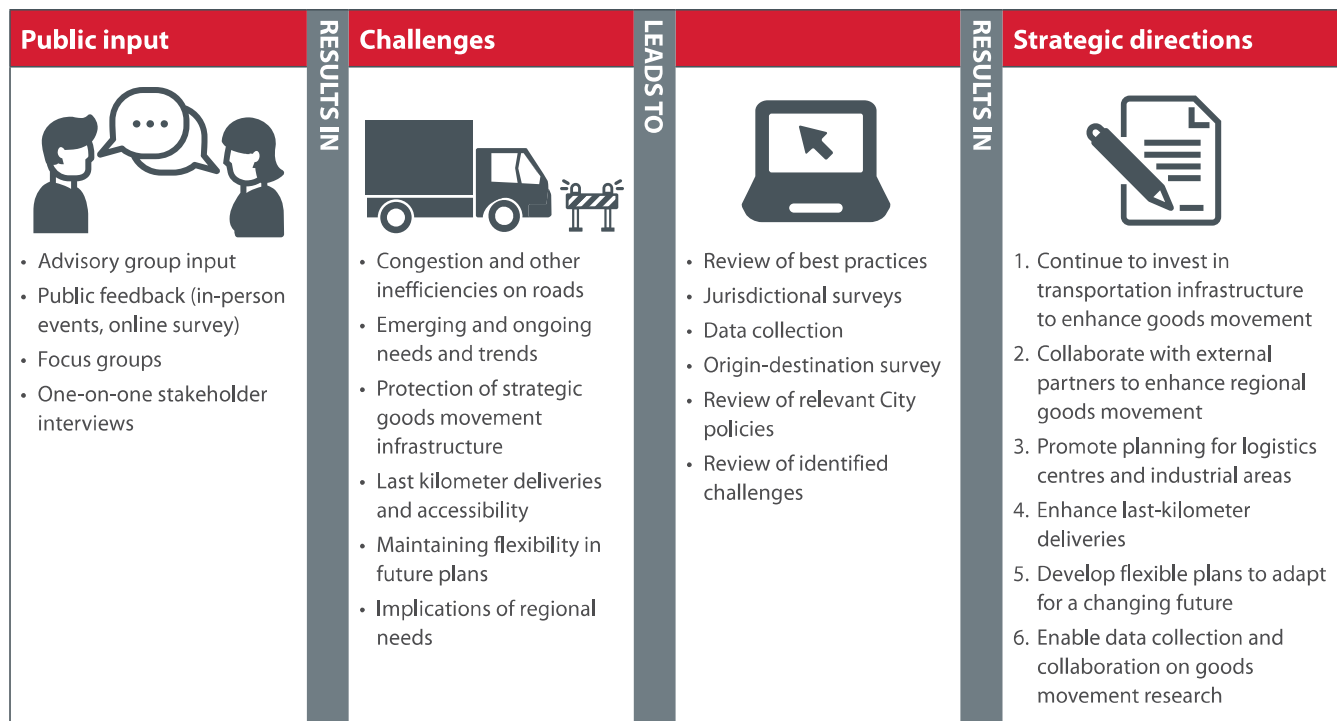
Interviews were conducted with other jurisdictions on how they address goods movement challenges. In addition, a review of best practices in other cities across North America and elsewhere was done.

The research and surveys were used to generate and assess potential solutions to the identified challenges. Together with solutions offered by stakeholders, these were then assessed for feasibility in Calgary. The recommended solutions were then vetted by stakeholders before finalization as the Strategy's directions and actions.



2017 origin-destination survey being conducted.

Figure 7:
How strategic directions were developed



Strategic solutions

Through addressing the challenges outlined above, the transportation network can be improved for all users, not just the goods movement industry. Strategic directions have been created to help address these challenges, and recommend actions to guide us in making improvements and efficiencies. The table below outlines which challenges each strategic direction addresses. In most cases, further analysis will be required to further define and evaluate the actions proposed in the Strategy.

	Challenge 1: Congestion and other inefficiencies on roads	Challenge 2: Emerging and ongoing needs and trends	Challenge 3: Protection of strategic goods movement infrastructure	Challenge 4: Last kilometre deliveries and accessibility	Challenge 5: Maintaining flexibility in future plans	Challenge 6: Implications of regional needs
Strategic direction 1: Continue to invest in transportation infrastructure to enhance goods movement	✓					✓
Strategic direction 2: Collaborate with external partners to enhance regional goods movement	✓	✓	✓	✓	✓	✓
Strategic direction 3: Promote planning for logistics centers and industrial areas			✓			
Strategic direction 4: Enhance last-kilometre deliveries				✓		
Strategic direction 5: Develop flexible plans to adapt for a changing future		✓	✓		✓	
Strategic direction 6: Enable data collection and collaboration on goods movement research	✓	✓	✓	✓	✓	✓

Value of time for goods movement and reliability considerations

The actual value of time for a given vehicle can vary depending on its contents. For example, according to one source, a truck in traffic typically has a cost of \$75 per hour, which accounts for the direct operating cost of the vehicle. However, a vehicle carrying auto parts to a production plant might have a value of time of \$13,000 per minute, if unexpected delays in arrival will cause the shutdown of the assembly line. (InterVISTAS Consulting cited in Anderson, B, The Border and the Ontario Economy).

InterVISTAS Consulting (2009) Cross-Border Flow Analysis Report 5: Case Study for Company 5 (Automotive Parts Manufacturer) prepared for Industry Canada.

Strategic direction 1: Continue to invest in transportation infrastructure to enhance goods movement

It is critical for the success of the Calgary Goods Movement Strategy that the potential impacts to goods movement be considered in any evaluation of new transportation infrastructure or policies. While there are typically more passenger vehicles on the road, improving the efficiency of goods movement can have disproportionate benefits. For example, saving one minute of travel time for a passenger vehicle can result in a savings of the order of \$20, whereas for a goods movement vehicle this value can be of the order of \$100 or more (see box). As a result, whether qualitatively or quantitatively, it is important that a goods movement lens be taken with any transportation evaluation.

The four actions recommended below are potential infrastructure solutions to address network challenges. The infrastructure deficiencies and challenges identified should be reviewed prior to implementing changes. Where appropriate, the benefits to goods movement should be considered in the identification, planning, evaluation and prioritization of these and other infrastructure improvements. Appendix B identifies transportation corridors that can be improved and areas that can be reviewed for better access and connectivity.

Challenge to be addressed: Investigate potential operational and capacity improvements that can improve the movement of goods in and around Calgary.

Action 1.1: Review signal timings to enhance the flow of goods along key corridors while maintaining a safe environment for all corridor users

The review of signal timings, coordination and progressions along key truck corridors provides an opportunity for operational improvements that can improve the fluidity of the goods movement network, while maintaining a safe environment for all users.

Impact of reducing delays

Reducing delays for goods movement vehicles does not only result in direct cost savings, in the form of fewer trucks and drivers on the road. Reducing delays also helps improve the competitiveness of the Calgary region to businesses, by making it easier and less costly to move its goods to and from Calgary. If travel times can be reduced by one minute on a corridor with 4,500 trucks per day through the optimization of signal timing, with a savings to goods movement vehicles of approximately \$2 million per year.⁸

⁸ Source: Consultant's estimates based on City of Calgary Average Annual Weekday Traffic (2016) and estimated truck percentage. Because these estimates combine truck percentages and estimated truck volumes from differing years, they should be considered indicative only of the order of magnitude of truck volumes. The value of time used for commercial vehicles was assumed to be the unweighted average of the value of times for light, medium and heavy-duty vehicles in The City of Calgary's Regional Transportation Model, rounded to \$100 per hour. The savings were annualized based on a factor of 250 days per year (i.e. weekdays).

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Action 1.2: Ensure the impacts to goods movement are identified in the evaluation of key infrastructure projects in the network

The City has several projects already underway, in planning and design phases, that could benefit goods movement. Additional infrastructure improvements were identified, through engagement and research, that can potentially benefit goods movement. Projects that already have committed funding should proceed. For other projects, a goods movement perspective should be incorporated explicitly in any evaluation and prioritization. For example, quantifying benefits from reductions in truck delay and accounting for them in the evaluation.

Action 1.3: Collaborate with Alberta Transportation to enhance the movement of goods along Deerfoot Trail, Stoney Trail and other regional highways

From the perspectives of truck volumes and delay, Deerfoot Trail and Stoney Trail are the two most important corridors for trucks in the Calgary Region. The City should work with the province to study and implement improvements on an ongoing basis. There are also potential improvements to other provincial highways in the region that should be considered.

Action 1.4: Work with the province and neighbouring municipalities to align corridor plans and funding projects across the region, to improve connectivity for goods movement

Goods movement activity occurs within Calgary and the surrounding region. To maximize the benefits of new infrastructure to goods movement while minimizing costs, The City should endeavour to align plans with surrounding municipalities, starting with any regional-level plans developed. A sustainable funding model for intersections and connections to Provincial highways should be explored. Consideration is also needed with respect to dealing with agricultural vehicles in the rural areas of the region.

Strategic direction 2: Collaborate with external partners to enhance regional goods movement

This strategic direction recommends three actions to enhance collaboration among public- and private-sector goods movement stakeholders. Ongoing collaboration amongst these groups will help implement solutions to existing challenges and establish a way to work together to address ongoing and future challenges.

Through its comprehensive engagement process, the Strategy has established a dialogue among key goods movement stakeholders. It provides the opportunity to continue this dialogue and potentially establish partnerships for implementing and possibly funding the Strategy's actions. It will also provide the opportunity for collaborating on future initiatives.

Challenge to be addressed: Ensure collaboration among The City, regional partners and industry stakeholders to help implement goods movement solutions and address ongoing challenges.

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Action 2.1: Collaborate with regional partners, including the Calgary Metropolitan Region Board, on future land use and transportation plans that impact goods movement across the Calgary region, and continue to provide technical assistance with these plans

It is recommended that The City extend its existing informal cooperation with neighbouring municipalities to sharing staff-level expertise, data and tools with other municipalities in the region to address regional goods movement challenges. Smaller jurisdictions without staff knowledgeable about goods movement may benefit from the sharing of best practices on challenges like policy, planning and design.

Action 2.2: Promote cross-jurisdictional consistency on design standards and operational practices, including a regional truck network map

As described above, the Calgary Region is a key generator of truck trips across the province and beyond. However, some standards and practices vary by jurisdiction and can inhibit the efficient movement of goods. In addition to sharing technical expertise with its neighbours, it is recommended that The City regularly engage other Alberta municipalities to ensure alignment in regulations and design. This would include bylaws, oversize-overweight restrictions, goods movement routes and design/engineering standards. Coordination is also important across business units within The City.

Action 2.3: Establish a goods movement committee, consisting of key representatives from the public and private sectors

The creation and participation in a goods movement committee for the Calgary region is recommended. Goods movement committees, also called freight committees, are effective tools used in many cities to speak for the freight industry with one voice, to promote dialogue between private- and public-sector stakeholders, and to advance or advocate for projects benefiting goods movement. For the committee to maintain private-sector participation, it needs to deliver actions with immediate impacts and long-term benefits. It would also be appropriate for The City, as the largest and central municipality in the region, to manage the freight committee's activities and also include participation from Calgary's City Council.

Strategic direction 3: Promote planning for logistics centres and industrial areas

This strategic direction recommends five actions to enhance the road network and help Calgary International Airport, rail terminals, rail corridors and other strategic freight hubs continue to thrive in the future. These recommendations focus on how to safely improve traffic flow, land use planning policies and travel options for commuters.

Challenge to be addressed: Enhance the goods movement road network and help Calgary International Airport, rail terminals, rail corridors and other freight hubs to thrive in the future.

The Calgary Goods Movement Strategy

Action 3.1: Evaluate ways to improve the flow of trucks and other vehicles on the road and highway network while maintaining a safe environment for all road users

Building one's way out of goods movement challenges like congestion is not always the best option, or even necessarily a viable option. It is recommended that we study ways to improve the use of existing infrastructure so that it better serves the movement of goods. Specific approaches that should be studied are:

- **Preferential use truck lanes:** Exclusive or preferential truck lanes can increase the efficiency, reliability and safety of truck movements and can be considered on busy freight corridors.
- **Intelligent transportation systems:** These include technologies like: variable message signs, adaptive signal technologies, smart signals, traffic signal optimization and truck priority at intersections.
- **Traffic incident management:** Delays due to collisions and snowstorms can lead to significant reliability concerns on corridors such as Deerfoot Trail. Some traffic incident management techniques include dedicated facility service patrols, traffic screens to reduce rubbernecking, drones to expedite accident reconstruction and improved response coordination.
- **Freight network hierarchy:** This means expanding the designation of the Main and Supporting Goods Movement Corridors in the CTP's Primary Goods Movement Network to account for all roads. This allows the full network to accommodate goods movement in different manners that are appropriate to each road's function and land use. For example, ensuring freight-oriented design on primary freight corridors versus simply ensuring freight needs are accommodated in complete streets. Defining a network can help decision-makers better integrate the needs of goods movement alongside other road users to avoid conflicts between them, such as trucks and bicycles.
- **Review of snow route parking bans:** Snow route parking bans and lower clearance priorities for local roads in residential neighbourhoods can impede courier and express deliveries after a major event. The impacts of these bans and priorities on how they impact these types of deliveries should be reviewed.

Action 3.2: Promote the development of key goods movement facilities as mobility, employment and activity centres

There are several facilities in Calgary that have strategic value for goods movement, including Calgary International Airport and rail intermodal facilities. Calgary should promote the development of these facilities by:

- Accounting for their unique needs for goods movement connectivity.
- Ensuring that the lands adjacent to these facilities are developed for uses that are compatible with these facilities.
- Ensuring that these lands and other commercial-industrial sites around Calgary are appropriately planned so that they can move goods efficiently.

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Action 3.3: Improve mobility options for employees in industrial areas

Partnering with private sector employers to fund or subsidize shuttle buses to connect remote employment centres with transit hubs should be investigated. This includes outside municipal boundaries and coordinating with neighbouring transit systems if necessary. Alternatively, partnering with an on-demand shared ride firm to provide subsidies where transit is not cost-effective should be investigated.

Ensuring that residents who commute to industrial areas for work have access to a wide variety of transportation options is important. Providing pathways, sidewalks and bikeways at remote employment centres can promote the use of transit, walking and cycling.

Action 3.4: Develop freight-supportive land use planning guidelines that protect complementary land use near major freight hubs and corridors

Land use conflicts occur when incompatible land uses are in close proximity, and can result in disruption to freight activities and dissatisfaction on the part of residents and communities. These conflicts can be partly mitigated through good planning. Some initiatives that should be considered for adoption or adaption include:

- **Freight planning guidelines:** such as the Ontario Ministry of Transportation's Freight-Supportive Guidelines, which are intended to incorporate goods movement needs into all aspects of community, corridor and site planning.
- **Railway proximity guidelines:** notably those issued by the Federation of Canadian Municipalities in association with the Railway Association of Canada. Calgary City Council approved the "Development Next to Freight Rail Corridors Policy" in 2018.
- **Protection of freight needs:** ensuring that new development does not interfere with operations at major freight generators, by restricting flight path access, curtailing 24-hour operations or restricting noise at pre-existing uses.
- **Land protection:** Reserving lands around freight facilities for complementary land uses, and avoiding proposals for incompatible residential developments around critical freight facilities such as the airport, rail terminals or major activity hubs.
- **Cargo-oriented development:** This involves concentrating freight uses in a single area – especially around rail, air, or other major transportation hubs – providing the appropriate massing of development, and ensuring that the local transportation network and accesses are designed to support freight activity while minimizing intrusion into neighbouring areas.

Action 3.5: Enhance Calgary's attractiveness as a logistics and distribution hub by deploying new technologies to enhance the region's competitive advantage

Staying on top of the latest technological developments can strengthen Calgary's position as western Canada's distribution hub and an inland port. This includes providing fibre communications and other utilities to potential industrial sites and subsidizing access to these sites. In collaboration with Calgary Economic Development, we should market these and other advantages to attract investments to enable Calgary to reach its potential as a logistics and distribution hub.

Strategic direction 4: Enhance last-kilometre deliveries

In recent years, we have seen an increase in deliveries of goods directly to homes and businesses. This strategic direction proposes seven actions to improve deliveries at and within buildings due to existing and emerging delivery requirements.

Challenge to be addressed: Improve deliveries at and within buildings to better account for emerging delivery requirements.

Action 4.1: Promote the inclusion of off-street delivery facilities into new or reconstructed non-residential developments

Due to the growth in courier and express delivery demand and increased use of active transportation for deliveries, ensuring that an adequate supply of off-street loading space in new developments and other changing delivery requirements be accommodated is recommended. To achieve this, we should:

- Ensure that building design standards are kept current to respond to changing delivery requirements. These standards should aim to improve the efficiency of deliveries on the site and within the building, while minimizing disturbances and inconvenience to occupants of the building and its neighbours.
- Support the use of flexible spaces, such as alleys, as spaces for delivery vehicles.
- Promote the use of off-peak deliveries to reduce peak congestion, by reviewing current bylaws that may limit the use of off-peak deliveries and working with private sector stakeholders to conduct pilot projects to alleviate potential concerns and obstacles.

Action 4.2: Enhance the supply and use of on-street loading areas

Access to on-street loading areas for deliveries is critical, especially downtown and in other high-density areas. To ensure an adequate supply of on-street loading areas, where demand exists or is growing, while keeping in mind the needs of other road users, we should:

- Designate additional curbside loading areas, even if only for specified delivery times, in consultation with delivery companies. Increased enforcement or smart technologies are recommended to ensure that they are used properly.
- Educate the public, especially residents and businesses, on the need to maintain access to curbside loading areas for their designated purpose at all times of the day.
- Investigate opportunities to improve the efficiency of loading zones via an online parking reservation system or apps to allow for real-time visibility. In 2019, we are planning to conduct an on-street loading zone pilot project that will examine the use of paid loading sessions to improve space availability and turnover at some locations in the downtown core.
- Consider creative solutions such as the use of staging areas, transload facilities or flexible use of public space (e.g. sidewalks) for couriers to encourage park-and-walk activity.
- Use time-of-day management in local areas with high levels of foot traffic.

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Action 4.3: Improve delivery vehicle access and circulation

It is recommended that strategies to improve courier and truck circulation be implemented, such as:

- Encouraging the use of alley space for deliveries.
- Developing an online route finding app for commercial vehicles.
- Improving truck wayfinding through improving the quality of online maps, providing downloadable data and using variable message signs.
- Encouraging greater use of Stoney Trail, working with the province to review signage and explore greater use of e-information systems.
- Protecting access for aggregate movement in and around the quarries and aggregates processing facilities in northwest Calgary.

Action 4.4: Encourage the development of new truck parking/service areas to aid in the routing of trucks travelling to, from or through Calgary

Truck drivers need safe places that they can park their trucks while they are taking their required rest breaks. It is recommended that planning begin to ensure that the truck parking supply in Calgary can adequately meet the demands as they grow.

In collaboration with Alberta Transportation, landowners and the private sector, establish a location for a truck stop along Stoney Trail between McKnight and Country Hills Boulevard. This will assist in diverting some through truck trips to the ring road from other routes. It would be enabled through appropriate land use and access management.

Action 4.5: Partner with private sector to enhance and invest in infrastructure to improve goods movement

Working with the business community, it is recommended that investigating the feasibility of having individual businesses augment existing public funding sources by contributing directly to investment in local transportation and other infrastructure that directly benefits the community.

Action 4.6: Investigate new ways to minimize construction disruptions

Investigating the feasibility of additional measures that can reduce the disruptive effects of construction on trucks and other vehicles is recommended. Potential measures include reviewing the effectiveness of existing communication and consultation, early coordination with utilities, coordination of multiple road and utility projects at once, greater deployment of off-peak construction, accelerated construction, and alternative finance and procurement approaches to incentivize on-time completion.

Action 4.7: Partner with the private sector to pilot new delivery solutions

Many of the actions described here might be implemented best through pilot projects at specific locations, to uncover and address specific challenges that might not be apparent until they are procured and in operation. Pilot projects can reduce costs and risks while also establishing partnerships with the private sector or other governments to allow for broader implementation.

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Investigating the potential for deploying pilot projects, along with the appropriate mechanisms to enable them, are recommended. This could include requesting proposals for innovative pilot projects from the private sector that could enhance goods movement in ways that complement or extend the actions described here.

Strategic direction 5: Develop flexible plans to adapt for a changing future

Recognizing and anticipating technological and other changes in the future, this strategic direction proposes four actions to help plan for a changing future.

Challenge to be addressed: Incorporate flexibility into future plans by recognizing and anticipating technological and other changes in the future.

Action 5.1: Review and update the processes of land use planning, site planning, transportation master plans, corridor plans, functional plans, etc. to prepare for new technologies that could change goods movement

It is recommended that we:

- Update the transportation plan evaluation practices to incorporate a protocol to evaluate goods movement innovations and new technologies.
- Pilot innovative technology initiatives (e.g. Smart Cities), including those with a freight focus.
- Use opportunities for reconstruction and other road works to install fibre and other technologies to prepare for the future deployment of these technologies on a larger scale.

We need to anticipate potential changes in infrastructure requirements, such as establishing dedicated lanes for autonomous vehicles. Recognizing and planning for flexibility in corridor plans and understanding, at a conceptual level, the possible implications on costs and land requirements. We should ensure that new developments account for access by new technology vehicles, bicycles and other alternatives to conventional trucks.

Action 5.2: Plan for changes in distribution and delivery requirements

We should plan for the deployment of innovative business solutions such as designated locker stations to accommodate changing online shopping habits. We should also support the efficient movement of goods by helping to promote freight exchanges, which are online marketplaces that assist carriers and shippers match loads with available trucking capacity. Freight exchanges help fill empty trucks so that they are not empty on return trips.

Action 5.3: Promote sustainable transportation modes for delivery of goods

Industry is already using alternative fuel vehicles; however, we should support further use of non-motorized or alternative fuel vehicles in appropriate settings. For example, partner with couriers to pilot cargo bicycles for last-kilometre delivery in selected urban areas, as is done in other cities such as Toronto.

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Left: Hybrid electric delivery van in Calgary.

Right: Cargo bike used as a delivery vehicle by a Montreal laundry service.



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Action 5.4: Collaborate with the private sector and other stakeholders to address environmental and climate change impacts generated by goods movement

We should work with private industry to implement potential greenhouse gas reduction measures for goods movement, through promotion and the distribution of educational materials, etc. Potential measures range from short-term operational practices and educational programs, to the deployment of fuel reduction, alternative fuel and vehicle technologies and long-term planning.

Strategic direction 6: Enable data collection and collaboration on goods movement research

This strategic direction proposes three actions to improve access and use of data and research to anticipate and better plan for goods movement needs.

Challenge: Access and use data and research to anticipate goods movement needs and better plan for solutions.

Action 6.1: Collect, share and maintain goods movement data in collaboration with academic institutions and other partners

It is recommended that we update and augment our traditional data sources, this includes our existing methods for data collection. We should complement them with emerging data sources such as truck GPS traces.

Action 6.2: Support the creation of an urban freight research centre in Calgary, in collaboration with academic institutions and other partners

Collaborating with academia to address specific goods movement and logistics research needs and coordinating the collection and analysis of data through a formation of a new research centre is recommended. The research centre would support the implementation of individual actions by conducting dedicated research on specific questions. For example, some research topics suggested by stakeholders are quantifying the impacts of different GHG-reduction measures, breaking down collisions statistics for different types of goods movement vehicles and measuring the costs of alternative last kilometre delivery options.

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Action 6.3: Conduct a new commodities flow survey and update the regional transportation model used by The City and regional partners

It is recommended that we update our regional transportation model using the information collected through the external truck origin-destination survey. We should also consider implementing a commodity flow survey, and use its findings to update the regional transportation model.

Implementation and monitoring

Implementation plan

The implementation of the Calgary Goods Movement Strategy is complex and multi-faceted. Some of the actions that are recommended can be implemented quickly and easily, while other actions require further research and additional information before implementation.

Prior to implementation, all 26 actions should be subjected to study and evaluation to ensure that they are the appropriate solutions to the challenges being faced by the goods movement industry. The implementation plan outlined in Appendix A serves as a road map for the actions. The benefits reflect the outcome of the implemented action, not of the preparatory study or review alone. This wording reflects the necessity of further detailing and consultation before an action can be prioritized, funded and implemented.

The time frame for implementation is presented as short-, medium- or long-term, depending on the most probable amount of time required to implement the action. "Ongoing" is also included to refer to continuous actions with indefinite start/end times. Appendix A further describes the benefits and costs of each action.

Three actions can be considered as enablers to broader actions, as they support the planning and detailing of goods movement actions rather than resulting directly in a specific change. These are Action 2.3 regarding the implementation of a freight council, Action 6.1 regarding data and Action 6.2 regarding information sharing and research.

Other strategy outcomes

The need for updates to the CTP's Primary Goods Movement Network was also reviewed, along with the desirability of consolidating and updating our truck bylaws. While the outcomes do not constitute policies, they are important to supporting the Strategy and its implementation.

The review of the Primary Goods Movement Network looked at how conditions have changed since the CTP was issued in 2009. Based on a review of where trucks travel, stakeholders' comments and connectivity to new and expanded multi-modal terminals in and around Calgary, the review recommended several additions to the Primary and Supporting Goods Movement Networks. The recommended additions are shown in Appendix C. No roads or highways were identified for removal from the Network.

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Timeline for implementation of actions

Short-term	<p>In the short-term, support actions that will have immediate and/or noticeable impacts. Maintain and encourage relationships that were established as part of the creation of the Strategy. Review processes related to transportation and land use planning, to prepare for new technologies and potential changes to the goods movement industry.</p>	<p>Action 1.1: Review signal timings to enhance the flow of goods along key corridors.</p> <p>Action 2.2: Promote cross-jurisdictional consistency on design standards and operational practices, including a regional truck network map.</p> <p>Action 2.3: Establish a goods movement council, consisting of key representatives from the public and private sectors.</p> <p>Action 4.2: Enhance the supply and use of on-street loading areas.</p> <p>Action 5.1: Review and update the processes of land use planning, site planning, corridor plans, functional plans, etc. to prepare for new technologies that could change goods movement.</p> <p>Action 5.2: Plan for changes in distribution and delivery requirements.</p>
Medium-term	<p>In the medium-term, work with stakeholders and partners to make improvements to the flow of vehicles travelling on the road and highway network, minimize construction disruptions and pilot new solutions to existing challenges. Work with partners and academia to review, collect and update data that will impact future decision making related to goods movement. Establish an urban freight research center in collaboration with academic institutions and partners.</p>	<p>Action 1.3: Collaborate with Alberta Transportation to enhance the movement of goods along Deerfoot Trail, Stoney Trail and other regional highways.</p> <p>Action 3.1: Evaluate ways to improve the flow of trucks and other vehicles on the road and highway network.</p> <p>Action 3.3: Improve mobility options for commuters to industrial areas.</p> <p>Action 4.1: Promote the inclusion of off-street delivery facilities into new or reconstructed non-residential developments.</p> <p>Action 4.3: Improve delivery vehicle access and circulation.</p> <p>Action 4.4: Encourage the development of new truck parking/service areas to aid in the routing of trucks travelling to, from or through Calgary.</p> <p>Action 4.5: Partner with private sector to enhance and invest in infrastructure to improve goods movement.</p> <p>Action 4.6: Consider new ways to minimize construction disruptions.</p> <p>Action 4.7: Partner with the private sector to pilot new delivery solutions.</p> <p>Action 6.1: Collect, share and maintain goods movement data in collaboration with academic institutions and other partners.</p> <p>Action 6.2: Support the creation of an urban freight research centre in Calgary, in collaboration with academic institutions and other partners.</p> <p>Action 6.3: Conduct a new commodities flow survey and update regional transportation model used by The City and regional partners.</p>
Long-term	<p>In the long-term, ensure that impacts to goods movement are identified when key transportation network projects are evaluated. As well, promote the development of key goods movement facilities as mobility and employment centres.</p>	<p>Action 1.2: Ensure the impacts to goods movement are identified in the evaluation of key infrastructure projects in the network.</p> <p>Action 3.2: Promote the development of key goods movement facilities as mobility and employment centres.</p>
Ongoing	<p>Continue to work with Regional partners to align corridor plans and funding priorities across the region, to improve connectivity for goods movement. Develop land use planning guidelines that protect complementary land use near major freight hubs and corridors. Continue to collaborate with partners to address the impacts of goods movement on the environment.</p>	<p>Action 1.4: Work with the province and neighbouring municipalities to align corridor plans and funding priorities across the region, to improve connectivity for goods movement.</p> <p>Action 2.1: Collaborate with regional partners, including the Calgary Metropolitan Region Board, on future land use and transportation plans that impact goods movement across the Calgary region, and continue to provide technical assistance with these plans.</p> <p>Action 3.4: Develop freight-supportive land use planning guidelines that protect complementary land use near major freight hubs and corridors.</p> <p>Action 5.3: Promote sustainable transportation modes for delivery of goods, where practical.</p> <p>Action 5.4: Collaborate with the private sector and other stakeholders to address environmental and climate change impacts generated by goods movement.</p>

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The review of the three truck bylaws found that Bylaw 26M96, the Traffic Bylaw, is linked to provincial laws that regulate all vehicular traffic movement. Due to this, it would be difficult to extract the parts that pertain specifically to goods movement. As a result, it should be maintained as a separate self-contained document. The bylaw has been updated several times since its 1996 enactment, so it is recommended that we review it to simplify and update the language.

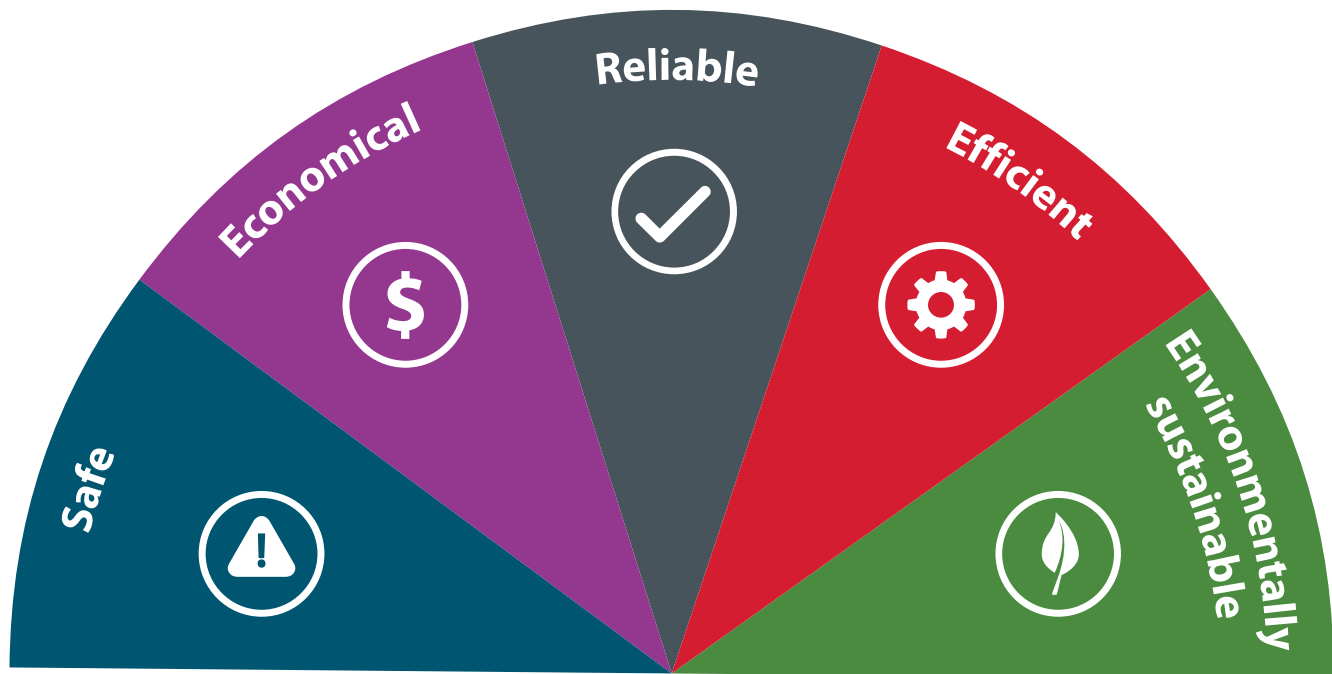
Bylaw 60M90 (Calgary Truck Route Bylaw) and Bylaw 13M2004 (Calgary Dangerous Goods Bylaw), as amended by Bylaw 23M2005, pertain specifically to goods movement within Calgary. They are already supported by a map that shows truck routes and dangerous goods routes within City boundaries. It is recommended that we combine the two bylaws to provide the relevant information in a single document. The wording also should be updated. Other recommendations are to include links where truck routes are discontinuous to complete connections between other truck routes, the introduction of future connections to major projects that are now being planned or are under construction and the introduction of future connections to developing areas. In addition, it is recommended that the map be updated for clarity.

Measures of success

Once we begin to implement the actions within the Calgary Goods Movement Strategy, it is important to measure how effective our efforts have been and how much progress has been made. A variety of qualitative and quantitative indicators have been proposed to help us assess the effectiveness of the Strategy and progress on implementing its actions. They can also be used to adjust the implementation plan based on progress that's been made.

Appendix D outlines the indicators of success. The indicators are tied to the five elements of the vision: "a multi-modal system that is safe, economical, reliable, efficient and environmentally sustainable". A sixth category is also included to account for communications and information to support the Strategy.

Measuring the success of the vision for goods movement in Calgary



Safe	Economical	Reliable	Efficient	Environmentally sustainable
Reduce the number of fatal and serious injury crashes involving trucks.	Reduce the costs of implementing improvements.	Reduce travel times/speeds by time of day.	Increase the percentage of trucks that use desirable routes, such as the Primary Goods Movement Network, and reduce the percentage using other routes, such as local roads.	Increase percentage of urban goods movement trips made in alternative fuel vehicles or by active transportation.
Reduce bicycle-truck collisions.	Reduce the costs of maintaining infrastructure.	Improve reliability of truck travel times.	Increase the percentage of trip distances made via Primary Goods Movement Network.	Increase average vehicle fullness and reduce empty vehicle kilometers travelled.
Reduce the number of accidents involving dangerous goods spills.	Reduce the average truck operating cost.	Improve the percentage of on-time deliveries.	Increase percentage of deliveries made with vehicles parked close to destination.	Reduce number and severity of dangerous goods spills involving trucks.

Appendix A: Implementation plan

The table below indicates our role and the role of others in implementing the action, as well as a time frame for implementation. Since many of the actions are multifaceted, a detailed cost is not projected. Instead, costs are rated on a three-point scale (represented as \$, \$\$, \$\$\$) where the first level represents low-cost policy directions or studies, the second level represents larger-effort strategies and programs, and the third level represents significant infrastructure investments.

Action	Benefit	Cost	Leading/supporting roles	Time frame
Strategic direction 1: Continue to invest in transportation infrastructure to enhance goods movement.				
Action 1.1: Review signal timings to enhance the flow of goods along key corridors.	Updating, as appropriate, signal timings at intersections and corridors that have high volumes of truck traffic can reduce delay and minimize stop-start conditions for all private sector goods movement stakeholders (the "private sector") and for all traffic generally.	\$ – \$\$	The City of Calgary to review and, as appropriate, implement. Appendix B shows transportation infrastructure improvement projects that could be implemented in the short-, medium- and long-term.	Short-term
Action 1.2: Ensure the impacts to goods movement are identified in the evaluation of key infrastructure projects in the network.	Private sector and other road users benefit from more direct routing and reduced congestion, thereby improving productivity, lowering costs and potentially reducing accidents. Land owners in industrial areas benefit from increased accessibility. The public-sector gains from potential tax revenues through the development of newly accessible lands, while supporting CMRB development aspirations.	\$\$\$	The City of Calgary to review and, as appropriate, prioritize and implement. Appendix B shows transportation infrastructure improvement projects that could be implemented in the short-, medium- and long-term.	Long-term
Action 1.3: Collaborate with Alberta Transportation to enhance the movement of goods along Deerfoot Trail, Stoney Trail and other regional highways.	Private sector and other road users benefit from increased opportunities to bypass congested urban roads, reduced congestion and improved accessibility. Residents and businesses along urban roads, such as 16th Avenue North, benefit from reduced through truck traffic. Land owners in industrial areas benefit from increased accessibility. The public-sector gains from increases in tax revenues through the development of newly accessible lands.	\$\$ – \$\$\$	The City of Calgary to work with Alberta Transportation to review and, as appropriate, prioritize and implement. This might also include developing a solid funding model from the province for improving or adding interchanges and intersections on provincially-owned facilities. Appendix B shows the projects that were identified by stakeholders, to be considered for further analysis.	Medium-term
Action 1.4: Work with the province and neighbouring municipalities to align corridor plans and funding priorities across the region, to improve connectivity for goods movement.	Municipalities across the Calgary Region gain from increased attractiveness of lands to potential businesses and from optimization of capital works, hence reduced costs. The private sector and the Calgary Region workforce benefit from greater economic potential as new industries are developed.	\$ – \$\$	The City of Calgary to lead, in coordination with other municipalities and, likely, the CMRB.	Ongoing

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Action	Benefit	Cost	Leading/supporting roles	Time frame
Strategic direction 2: Collaborate with external partners to enhance regional goods movement.				
Action 2.1: Collaborate with regional partners, including the Calgary Metropolitan Region Board, on future land use and transportation plans that impact goods movement across the Calgary Region, and continue to provide technical assistance with these plans.	Private sector benefits from greater coordination. City of Calgary and other municipalities benefit from shared knowledge.	\$	The City of Calgary to lead, in coordination with other municipalities and, possibly, CMRB.	Ongoing
Action 2.2: Promote cross-jurisdictional consistency on design standards and operational practices, including a regional truck network map.	Private sector benefits from greater coordination of bylaws, oversize-overweight restrictions, and design/engineering standards.	\$	The City of Calgary to lead, in coordination with other municipalities and Alberta Transportation.	Short-term
Action 2.3: Establish a goods movement council, consisting of key representatives from the public and private sectors.	Goods movement industry stakeholders ensure their voice is heard on a regular basis. The goods movement industry can speak "with one voice." Public agencies benefit from a closer understanding of goods movement needs, challenges and emerging trends. All benefit from improved coordination of actions and priorities. This action is an enabling action.	\$	The City of Calgary to create a freight council with private sector, public sector and other partners.	Short-term
Strategic direction 3: Promote planning for logistics centers and industrial areas.				
Action 3.1: Evaluate ways to improve the flow of trucks and other vehicles on the road and highway network.	These sub-actions would improve the time and reliability performance of goods movement. Several sub-actions could also have benefits to passenger vehicles from reduced congestion. Safety benefits in many cases.	\$\$ – \$\$\$	The City of Calgary should conduct targeted studies to study traffic flow options, and produce a strategic goods movement network (hierarchy) to serve as a road map for other sub-actions.	Medium-term
Action 3.2: Promote the development of key goods movement facilities as mobility and employment centres.	Consolidating complementary uses in hubs improves efficiency and can reduce conflicts with passenger vehicles and other traffic. Developing the airport as a transportation hub supports regional economic development.	\$\$	The City of Calgary to use land use, transportation, industrial lands and economic development policies to support freight hubs, and work with Calgary Airport Authority towards enhancing the airport vicinity as an air hub.	Long-term
Action 3.3: Improve mobility options for commuters to industrial areas.	Freight-dependent businesses benefit from employees having easier access to work. Improves competitiveness of Calgary (ready access to employee base).	\$\$	The City of Calgary to study alternative transit options in combination with neighbouring municipalities.	Medium-term

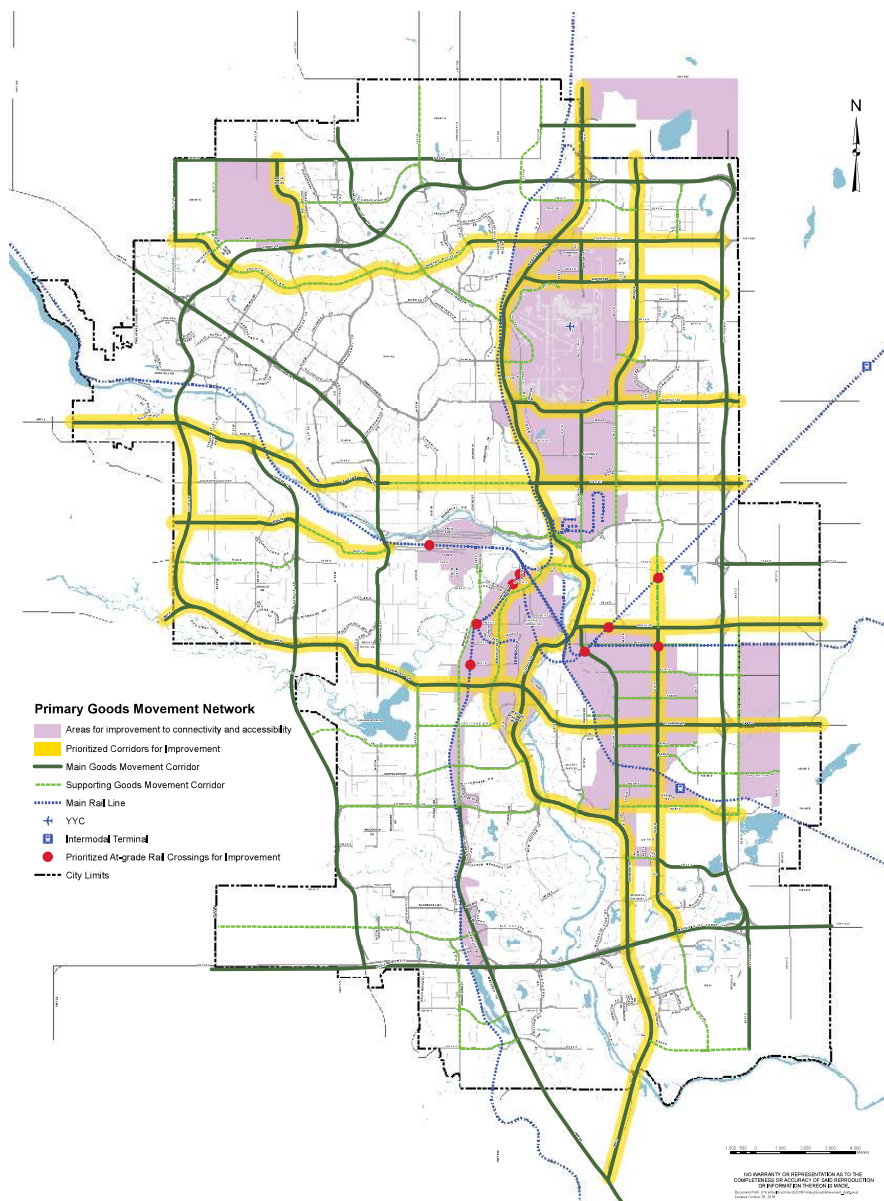
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Action	Benefit	Cost	Leading/supporting roles	Time frame
Action 3.4: Develop freight-supportive land use planning guidelines that protect complementary land use near major freight hubs and corridors.	Avoiding these conflicts increases efficiency and safety for shippers and carriers; also, benefits residents and the public.	\$	The City of Calgary to review which best practice ideas could be applied from other jurisdictions and, in consultation with stakeholders and facility owners, develop / update land use policies to minimize conflicting land uses at appropriate locations.	Ongoing
Action 3.5: Enhance Calgary's attractiveness as a logistics and distribution hub.	Greater economic competitiveness for the region.	\$ – \$\$\$	The City of Calgary to work with private sector and use freight council to stay on top of latest developments, and make necessary investments, in coordination with the CMRB and local municipalities.	Long-term
Strategic direction 4: Enhance last-kilometre deliveries.				
Action 4.1: Promote the inclusion of off-street delivery facilities into new or reconstructed non-residential developments.	Faster and more efficient deliveries. Benefits to residents from reduced disturbances.	\$	The City of Calgary to review development standards and update as appropriate. Some concerns might be addressed through the existing development planning process.	Medium-term
Action 4.2: Enhance the supply and use of on-street loading areas.	Faster and more efficient deliveries.	\$ – \$	The City of Calgary to review curbside management strategy and update as appropriate.	Short-term
Action 4.3: Improve delivery vehicle access and circulation.	Greater efficiency for shippers and carriers.	\$	The City of Calgary to review opportunities to improve circulation, prioritizing challenges raised by industry while accounting for other factors as well.	Medium-term
Action 4.4: Encourage the development of new truck parking/service areas to aid in the routing of trucks travelling to, from or through Calgary.	An increased supply of truck parking improves operating efficiency; also improves safety as informal/illegal parking spots are avoided.	\$	The City of Calgary to review adequacy of truck parking supply and, working with landowners, the trucking industry and Alberta Transportation, identify potential locations for truck parking.	Medium-term
Action 4.5: Partner with private sector to enhance and invest in infrastructure to improve goods movement.	Private funding can in some cases supplement public funding on local infrastructure.	\$	The City of Calgary to investigate feasibility of BIAs to supplement funding for local infrastructure.	Medium-term
Action 4.6: Consider new ways to minimize construction disruptions.	Fewer construction disruptions mean reduced delays and improved reliability for the trucking industry.	\$–\$	The City of Calgary to carry out a review of additional opportunities to reduce construction impacts on traffic.	Medium-term
Action 4.7: Partner with the private sector to pilot new delivery solutions.	Industry partners can provide fresh approaches leveraging new technologies and tools. Openness to new solutions can support Calgary's reputation as an attractive place to do business.	\$	The City of Calgary to announce invitation to industry stakeholders to pitch and test innovative delivery solutions, and work with other levels of government to ensure enabling laws are in place.	Medium-term

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Action	Benefit	Cost	Leading/supporting roles	Time frame
Strategic direction 5: Develop flexible plans to adapt for a changing future.				
Action 5.1: Review and update the processes of land use planning, site planning, corridor plans, functional plans, etc. to prepare for new technologies that could change goods movement.	Having a defined protocol is helpful for evaluating the impacts of innovative disruptions – including planning for both upsides and downsides of new technologies.	\$	The City of Calgary to develop / update technology policy documents to guide adaptations to new technologies that influence goods movement.	Short-term
Action 5.2: Plan for changes in distribution and delivery requirements.	E-commerce is fundamentally changing how deliveries are made, and this action will improve the understanding of its implications on planning and operations of municipal infrastructure.	\$	The City of Calgary to study e-commerce needs and implications on future, including detailed review of best practices elsewhere.	Short-term
Action 5.3: Promote sustainable transportation modes for delivery of goods, where practical.	Non-motorized modes for last-kilometre delivery can have environmental, safety and congestion benefits.	\$	The City of Calgary to support non-motorized last-kilometre solutions, working with private sector to implement pilot projects.	Ongoing
Action 5.4: Collaborate with the private sector and other stakeholders to address environmental and climate change impacts generated by goods movement.	Range of solutions – focus on those solutions, such as vehicle technologies and operational efficiencies, that can save money for industry while also benefiting the environment.	\$ – \$\$\$	The City of Calgary to support education and awareness of GHG reduction measures and, with the provincial and federal governments and others, investigate feasibility of implementing supporting infrastructure. Private sector to investigate and implement GHG reduction measures.	Ongoing
Strategic direction 6: Enable data collection and collaboration on goods movement research.				
Action 6.1: Collect, share and maintain goods movement data in collaboration with academic institutions and other partners.	Better goods movement data mean improved decision-making. This action is an enabling action.	\$–\$\$	The City of Calgary should update existing but now-dated data sources, add new and emerging data sources and integrate these together.	Medium-term
Action 6.2: Support the creation of an urban freight research centre in Calgary, in collaboration with academic institutions and other partners.	Academic organizations and private partners all bring complementary capabilities to the table, and can augment public sector research. This action is an enabling action.	\$–\$\$	The City of Calgary to work with academic research centres and private partners to investigate setting up a joint goods movement research centre.	Medium-term
Action 6.3: Conduct a new commodities flow survey and update regional transportation model used by The City and regional partners.	Greater ability to plan for and enhance goods movement infrastructure, through a better understanding of the value of the improvements.	\$\$	The City with its regional partners.	Medium-term

Appendix B: Areas and corridors for improvements



Appendix D: Measures of success indicators

The table below describes the success indicator, its purpose and data source. Comments are also noted, to provide additional information and clarification.

Vision element / indicator	Description	Object	Data source	Comments
Safe for all system users				
Reported fatal and serious injury crashes and injuries	Number of reported fatal and serious injury crashes and injuries involving trucks per 1,000 population or per million truck vehicle-kilometres travelled (VKT)	Reduce rate	CPS accident records	
Reported bicycle-truck collisions.	Subset of the preceding measure	Reduce rate	CPS accident records	
Reported accidents involving dangerous goods spills.	Number and severity of crashes involving trucks in which spills occurred	Reduce number	CPS/CFD records	
Economical to implement, operate, maintain and use				
Economical implementation	Unit costs of implementing improvements on Primary Goods Movement Network and truck route network, relative to those of other routes	Reduce relative to other unit costs.	Capital budgets	Encourage improvements on routes that will be used by trucks over other investments, all else being equal.
Economical operation and maintenance	Unit costs of operating and maintaining Primary Goods Movement Network and truck route network, relative to those of other routes	Reduce relative to other unit costs.	Operating, maintenance and rehabilitation budgets	Encourage improvements on routes that will be used by trucks over other investments, all else being equal. Encourage implementation of appropriate pavement and other structures to support trucks. Encourage appropriate operation, maintenance and rehabilitation schedules to keep trucks on desired routes.
Variance in truck operating costs	Changes in vehicle operating costs for selected routes	Reduce average operating costs: function of changes in average travel times and reliability	Sample truck fleets to determine changes in costs as travel times/ reliability change. Alternatively, use truck travel time and travel time reliability measures as proxies.	Data may be held as confidential by trucking fleets. Costs likely will vary by fleet type and size. Requires common definition of composition of operating costs. Hence proxies may be more practical alternative.

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Vision element / indicator	Description	Object	Data source	Comments
Reliable service, travel times and network redundancy				
Truck travel times	Mean door-to-door journey times (or speeds) by time of day on selected routes	Reduce travel times (speeds) by time of day	GPS traces or travel time surveys, taken at discrete time intervals.	Depending on the data source, can be difficult to isolate travel times for trucks.
Reliability of truck travel times	Standard deviation of door-to-door travel times (or speeds) by time of day on selected routes	Reduce journey time (speed) variability by time of day	GPS traces or travel time surveys, taken at discrete time intervals.	Depending on the data source, can be difficult to isolate travel times for trucks.
Congestion	Per cent on-time deliveries made, i.e., per cent made within defined delivery schedules	Improve per cent on-time deliveries	Sample truck fleets to determine per cent deliveries that have been made within a defined delivery schedule.	Data may be held as confidential by trucking fleets. May not be representative for all fleet types and sizes.
Redundancy	Per cent on-time courier deliveries made, i.e., per cent made within defined or promised delivery schedules	Improve per cent on-time deliveries	Sample couriers to determine per cent deliveries that have been made within a defined delivery schedule.	Aims to measure accessibility for couriers. Data may be held as confidential by trucking fleets. May not be representative for all fleet types and sizes.
Efficient directness, connectivity, intermodal interchange				
Truck contribution to the traffic stream	Per cent truck traffic on selected routes	Increase per cent of trucks on desirable routes (e.g., Primary Goods Movement Network/reduce per cent on other routes (e.g., local roads)	Traffic counts	Aim is to promote use of certain routes over others.
Directness	Actual distance travelled against potential shortest path, via Primary Goods Movement Network for selected routes	Bring actual distances closer to potential shortest distances	GPS traces versus model- or Google- (or similar-) based shortest paths.	
Connectivity	Per cent of door-to-door trip distance made on Primary Goods Movement Network for selected routes	Increase per cent of trip distance made via Primary Goods Movement Network	GPS traces	
Intermodal interchange	Proximity/availability of on-street loading spaces to destination	Per cent of deliveries made with vehicle legally parked within short (to be defined) distance of destination	Establishment surveys, especially including couriers.	New establishment survey required.

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Vision element / indicator	Description	Object	Data source	Comments
Environmentally sustainable, reducing fuel use, GHG and air pollutants				
Share of road-based goods trips made in alternative fuel vehicles or by active transportation	Per cent shares of goods VKT made in alternative fuel vehicles or by active transportation	Increase per cent	Surveys of establishments. A simpler alternative is to count goods trips by mode at screenlines and estimate a synthetic origin-destination matrix.	Could be derived for the entire city or for specific areas such as downtown. New establishment survey required. New screenline counts required.
Efficiency of road-based goods trips	Fullness of delivery trips	Increase average vehicle fullness/ reduce empty VKT	Establishment surveys or roadside surveys	New establishment survey required.
Spills of dangerous goods from or involving trucks	Reportable incidents of spills, including runoff	Reduce number and severity of incidents	Calgary Fire Department	Proxy measure of utilization of trucks, appropriately designed dangerous goods routes, etc.
Communications and information to support the Strategy				
Goods movement council	Establishment of an ongoing goods movement council	Number of participating organizations (membership to be determined)	The City of Calgary	
Awareness and education	Deployment of Strategy's educational materials	Number and type of applications, references, etc.	The City of Calgary	
Guides and standards	Updates/implementation of design standards to account for changing delivery requirements, evaluate new technologies, promote common infrastructure design standards, etc.	Account for changing goods movement needs in standards, plan evaluation, etc.	The City of Calgary in consultation with private sector, other municipalities, Alberta Transportation, etc.	
Goods movement data	Enhancement/update of data for goods movement planning	Implement ongoing goods movement data collection	The City of Calgary	
Research	Establishment of research collaborations	Establish ongoing goods movement research	The City of Calgary, with academic and industry partners	
Demonstrations	Implementation of programs to demonstrate sustainable technologies and practices, etc.	Pilot technologies that could reduce GHGs and fuel consumption	The City of Calgary with academic and industry partners	

The Calgary Goods Movement Strategy



18-00845103



Goods Movement Strategy

Engagement and communications summary report

November 12, 2018

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Goods Movement Strategy Engagement and Communications Summary Report

Introduction

Study background

The movement and transportation of goods is important, and closely tied, to the development and economy of Calgary. Calgary is well positioned as an inland port to connect to local, national and international markets through the movement of goods into, out of and throughout Calgary. Calgary has major rail lines (Canadian Pacific and Canadian National), a large international airport (YYC), and highways that connect to interprovincial (Trans Canada Highway) and international highways (CANAMEX corridor).

The Goods Movement Strategy (GMS) will allow The City to support the goods movement industry and citizens of Calgary through continued improvements to the Transportation Network that allows for the efficient movement of goods to markets in Calgary and beyond. The GMS will allow Council and Administration to make informed decisions on projects and initiatives to support the growth of goods movement in Calgary, which support Calgary's continued role as a leader in the multi-modal transportation of goods.

Phase	Engagement Activity	Date	Participants
1	Advisory group sessions	April 25 – 26 and May 2, 2017	Approximately 35
	One-on-one interviews	May 1 – June 30, 2017	10 public and private sector organizations
	Small business survey	May 15 – June 30, 2017	Approximately 20 responses
2	Advisory group sessions	July 25 - 27, 2017	Approximately 25
3	Advisory group sessions	October 24 - 25, 2017	Approximately 25
	Focus groups	November 29 and December 12, 2017	Approximately 45
4	Advisory group sessions	May 1 - 2, 2018	Approximately 20
	Open houses	February 3, 4, 10 and 11, 2018	Approximately 125
	Online survey	February 2 - 16, 2018	Approximately 150
	Symposium	June 12, 2018	Approximately 35
5	Advisory group Information sessions	September 12 - 13, 2018	Approximately 25

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Engagement strategy

The engagement approach was multi-faceted, involving both online and face-to-face components. It was important to work directly with industry stakeholders to understand their needs specifically, as their businesses will be impacted by the recommendations proposed in the strategy. Calgarians were consulted at a key milestone in the project rather than throughout the project, as it is anticipated that any improvements made would benefit them as well.

Key industry stakeholders were identified, and provided valuable input that helped the project team understand operational and strategic issues and challenges, and how to address them in the long- and short-term. This was done through face-to-face consultation with stakeholders, and where appropriate augmented with online surveys.

Engagement with Calgarians took place in the form of face-to-face events and an online survey.

Engagement activities

The engagement activities with key industry stakeholders consisted of three advisory groups that started in early 2017 and met every quarter until Q3 2018.



The engagement activities for Calgarians consisted of three face-to-face sessions and an online survey. This took place in Q1 2018.

Focus group sessions were held in Q4 2017, to capture feedback from the broader goods movement industry and academia.

In Q2 2017, a lunch and learn event was held for the Councillors, their staff and The Mayor's Office. This event was an opportunity to introduce the project to them and gather their feedback on the project.

Stakeholders

Public engagement events were promoted to all Calgarians through various communication strategies and tactics, described in more detail below.

For targeted engagement activities with the goods movement industry, stakeholders from the following groups were invited to participate:

- Public sector agencies (Alberta Transportation, Transport Canada)
- Neighbouring jurisdictions (Airdrie, Chestemere, Rocky View County, MD of Foothills, High River, Cochrane, Okotoks)
- Calgary Airport Authority
- Railway companies (CN and CP)
- Calgary Police Service – truck unit
- Industry organizations and associations, such as the Calgary Logistics Council, Alberta Motor Transport Association and the Van Horne Institute
- Economic development organizations, such as Calgary Economic Development, Calgary Chamber of Commerce and the Calgary Regional Partnership
- Logistics, shipping and freight companies
- Warehousing companies
- Carriers, such as trucking companies, couriers and food delivery companies
- Academic institutions, such as the University of Calgary and Mount Royal University

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Advisory groups

Operational Advisory Group

The Operational Advisory Group focused on operational challenges that they face with Calgary's goods movement network and looked at short-term actions and practices that can support goods movement in Calgary. The focus was specifically on Calgary's Transportation Network and its impacts on goods movement in the city.

Stakeholders from the following groups were invited to participate in this advisory group:

- Calgary Logistics Council
- Bison Transport
- Van Horne Institute
- Shoppers Drug Mart
- FedEx
- Volker Stevin
- The Checker Group
- Alberta Motor Transport Association
- Sobeys

Strategic advisory group

The Strategic Advisory Group looked at long-term strategies, policies and infrastructure needs that would improve goods movement in Calgary. They were also tasked with helping the project team better understand what changes in technology and industry we should anticipate in the future, and how to be flexible in accommodating those changes within existing City policies and procedures.

Stakeholders from the following groups were invited to participate in this advisory group:

- Calgary Economic Development
- Alberta Transportation
- Calgary Regional Partnership
- BOMA
- Van Horne Institute
- Calgary Airport Authority
- Mount Royal University

Regional Advisory Group

The Regional Advisory Group focused on the impacts of goods movement on the Transportation Network in Calgary and the region. They looked at where goods movement generators are within the region that impact Calgary, and how Calgary's Transportation Network is connected to the region.

Stakeholders from the following jurisdictions were invited to participate in this advisory group:

- Airdrie
- Chestemere
- Rocky View County
- MD of Foothills
- High River
- Cochrane
- Okotoks

Focus groups

The main purpose of the Focus Groups was to discuss potential future scenarios on a broad scale with a larger group of stakeholders. Specifically, they looked at what technology and industry changes will be coming, and how The City can be flexible in accommodating them within City policies and procedures.



Stakeholders from the following groups were invited to participate:

- Academia: Mount Royal University, University of Calgary
- Aggregate companies
- Industrial real estate agents

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- Logistics consultants
- Courier companies

Phase 1: Identify the state of goods movement in Calgary

Overview

Phase One of engagement consisted of many tactics. These tactics included advisory group meetings, one-on-one interviews and a small business survey.

It began with introductory meetings for the advisory groups. To keep the advisory groups to a manageable size, it was determined that one-on-one interviews would be beneficial. Industry stakeholders, infrastructure owners, and public-sector agencies that were not part of our advisory groups were asked to participate in these interviews.

An online survey for small and mid-size businesses was also conducted during this phase, to help the project team better understand the needs of businesses that are impacted by goods movement but not part of the goods movement industry.

The meetings, interviews and surveys yielded valuable information about current conditions, challenges and opportunities regarding goods movement in Calgary.

Engagement activities – what we asked

We asked our **operational advisory group** the following questions:

- What do you see as the key goods movement issues and trends today?
- Where do you see your industry or field headed in the short-term and in the long-term? What trends will impact your industry/field, and how will these impact goods movement?
- What should the Goods Movement Strategy (GMS) be looking at? Which are the most important issues?

We asked our **strategic advisory group** the following questions:

- What do you see as the (social, political, economic, technological or other) drivers that could affect goods movement in the long-term?
- What do you anticipate could be the potential outcomes from these drivers, and what would be the implications for your industry should they arise (desirable or undesirable)?
- Given this, what strategies should the GMS look at to enable desirable outcomes, combat undesirable outcomes, or to be flexible in responding to the range of outcomes?

The project consultants conducted the one-on-one interviews. These interviews helped us determine what experiences, needs and ideas stakeholders have so that research on these topics could be conducted. A copy of the interview questionnaire can be found in Appendix 1.

The small business survey asked participants about how they ship and receive goods, what issues related to goods movement are most important to them and what type of business they operate. A copy of the small business survey can be found in Appendix 2.

What we heard

There were three main themes that came out of the first phase of advisory groups: planning and coordination with other regions/partners, maintaining accessibility, and being prepared for emerging trends. More in-depth analysis of the verbatim revealed many sub-themes which were dominated by issues surrounding current infrastructure, flexibility, updating policies and bylaws, and land uses.

How we used the input

We used the input received from our advisory groups to determine what information would be needed to help participants effectively participate in our Phase Two sessions. We used the input to

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identify where there were gaps in the information that was provided for these initial sessions, and how to bring all advisory group members into the discussions in subsequent meetings.

The input collected in the one-on-one interviews helped the technical consultants identify what experiences, needs and ideas needed to be researched further.

The input received from the small business survey helped us determine the impacts of goods movement on small businesses in Calgary, and what required further research.

The project team used the input from all these sources to inform the technical analysis of the performance and characteristics of the transportation network. The analysis was done using GPS truck trip traces to describe truck movements, delays, speeds and service levels within Calgary.

The input was also used to analyze and elaborate the issues during the Phase Two, where potential resolutions were identified. The analysis was done through a survey of other jurisdictions and a review of best practices.

The definition of the challenges also informed the design of a detailed survey of truck drivers who were travelling to, from and through Calgary. The purpose of the survey was to gain a better understanding of the characteristics of these external trips – notably, trip origin, trip destination and type of load carried.

Key outcomes

The key outcomes of Phase One included:

- The advisory groups met for the first time, learned about the project, provided initial feedback to shape future engagement conversations.
- The project team established relationships with stakeholders within the advisory groups, as well as those that participated in one-on-one interviews.
- The project team conducted a series of one-on-one interviews with key stakeholders. Through the interviews they learned about the goods movement characteristics and activities of varying private-and public-sector organizations and about the specific issues and challenges they face.
- The project team categorized and detailed the challenges and went on to conduct research to corroborate the challenges based on an analysis of the performance of the transportation network. This informed the next phase of engagement.

Lessons learned

The project team learned several valuable lessons during this phase of engagement.

Industry and regional stakeholders were very interested in the project and open to sharing relevant information with the project team. They were keen to take advantage of this opportunity to work with The City on identifying challenges and creating solutions together. They encouraged us to continue this dialogue and partnership even after the project ends.

A better balance was needed between the length of presentations and group discussions. Too much time was taking up by the presentation, leaving participants with insufficient time to discuss all the information and provide us with as much information as we were hoping to get during these sessions. Encouraging participants to read the materials sent in advance of the next session would reduce the amount of presentation time and allow for more time to discuss the materials at subsequent meetings.

We should not rely on external organizations to push out our request for participation in a survey. Rather than do our own communications push on the small business survey we relied on a stakeholder organization to share information about it in their weekly email blast. We did not have control over where our content was included and it was placed near the bottom of the email,

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where very few readers might have seen it. There was very low participation in that survey. The organization included it in a second weekly email, but the participation result was the same. Participation in the survey was so low that the results were not able to be used in any meaningful way by the project team. In the future, it is recommended that either paid advertising is used to reach out to businesses in Calgary directly or a formal survey of local businesses is conducted to gather the information.

Phase 2: Issues and challenges

Overview

Phase Two of engagement for the Goods Movement Strategy included a second round of advisory group meetings. The discussions focused on a report back of the issues and challenges heard at the previous advisory group meetings and how they could be resolved. Advisory group members were given a pre-read handout that outlined the issues and challenges, and asked to come prepared to suggest and discuss potential solutions. Pre-read and presentation materials were tailored for each advisory group.

Engagement activities – what we asked

We presented back to the groups what we heard in Phase One and asked them for their feedback on what we heard.

We asked the operational and strategic advisory groups the following questions for discussion:

- 1) Have we defined the issues correctly?
Anything to refine or clarify?
- 2) Are we missing anything? Is there anything to add?
- 3) Any other comments or questions on the issues or themes?

What we heard

The operational advisory group discussions focused on how goods flow through Calgary, how

infrastructure changes can alleviate bottlenecks and that improvement of data sharing between industry and The City is necessary.

The strategic advisory group discussions focused on future planning, land use, zoning and policies that are flexible enough to manage today's needs but also look to the future needs for goods movement.

Our discussions with regional partners and those in the aggregate industries focused on consistent routes for goods, appropriate infrastructure for moving goods and collaboration around future developments.

How we used the input

The input from these advisory groups was used to refine and categorize the issues. Once this work was done, research into how to address the issues and challenges was conducted.

The research had two elements. One was a series of in-depth interviews with nine other peer municipalities in Canada and the United States. The interviews examined how these municipalities addressed the identified issues. The second element was a survey of international best practices, which looked at solutions implemented by both the public and private sectors.

Key outcomes

The key outcomes of Phase Two included:

- Advisory groups met for a second time.
- The project team learned more about some of the initial topics they began researching after Phase One, and developed a deeper understanding of the challenges faced by stakeholders.

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- The project team gained an understanding of challenges faced by stakeholders on specific roads, highways and intersections in and around Calgary. The project team then used this understanding to identify potential infrastructure and operational improvements and to assess their economic and other benefits.
- The project team used the findings to fill in gaps in the range and definition of the identified issues as the basis for the jurisdictional surveys and best practice review.

Lessons learned

The project team learned that due to the imbalance from Phase One with presenting information versus gathering information, information from Phase One needed to be revisited. This assisted in collecting additional information that was required. There were several stakeholders who expressed concern that we were covering the same information and needed assurances that this project was moving forward and that their time and feedback was being recognized. As a result, we changed how the advisory groups were utilized in Phase Three and were more focused on ensuring that repeating information was kept to a minimum.

Phase 3: Opportunities

Overview

This phase included three advisory groups, two focus groups and face-to-face and online public engagement.

During Phase Three, face-to-face and online engagement opportunities were held from February 2-16, 2018. Public events were held on February 3 at Sunridge Mall, February 4 at the Quarry Park Library, February 10 at Cross Iron Mills and February 11 at the Crowfoot Library. Participants at the face-to-face sessions were asked to fill out the online survey on iPads, to ensure that participants answered the same questions. All participants were given the

opportunity to provide additional feedback on goods movement within Calgary. An education campaign to help residents learn more about goods movement, the industry and its importance to Calgary's economy supported the public engagement.



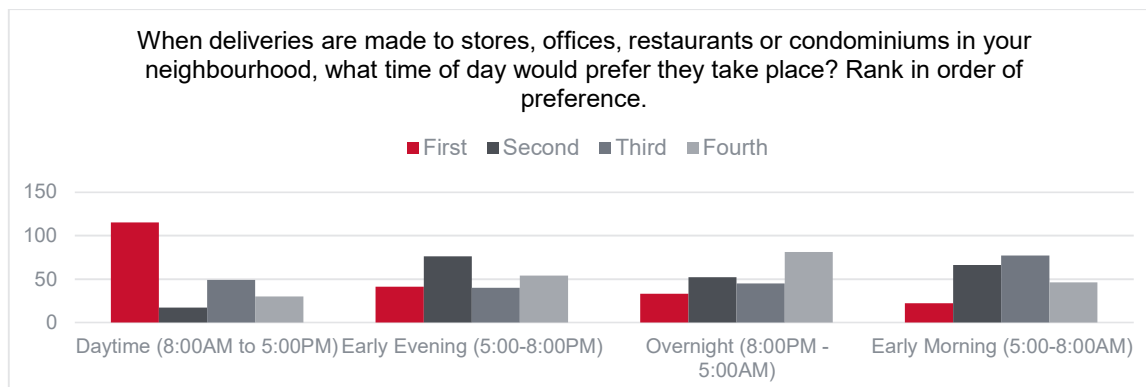
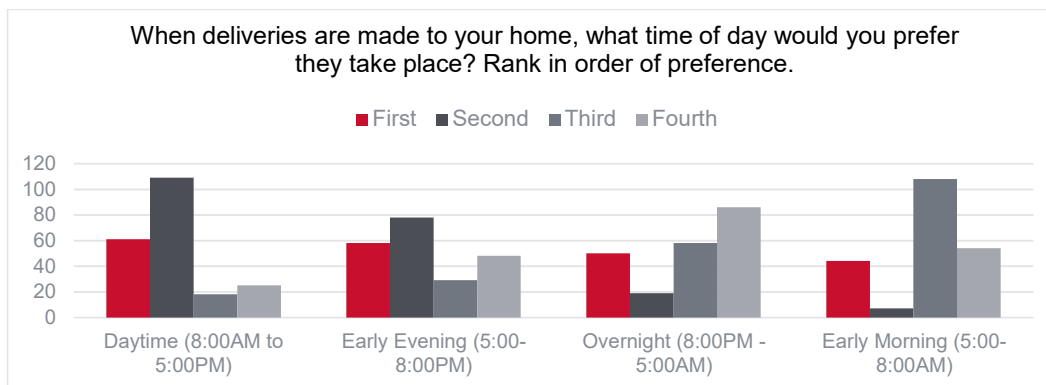
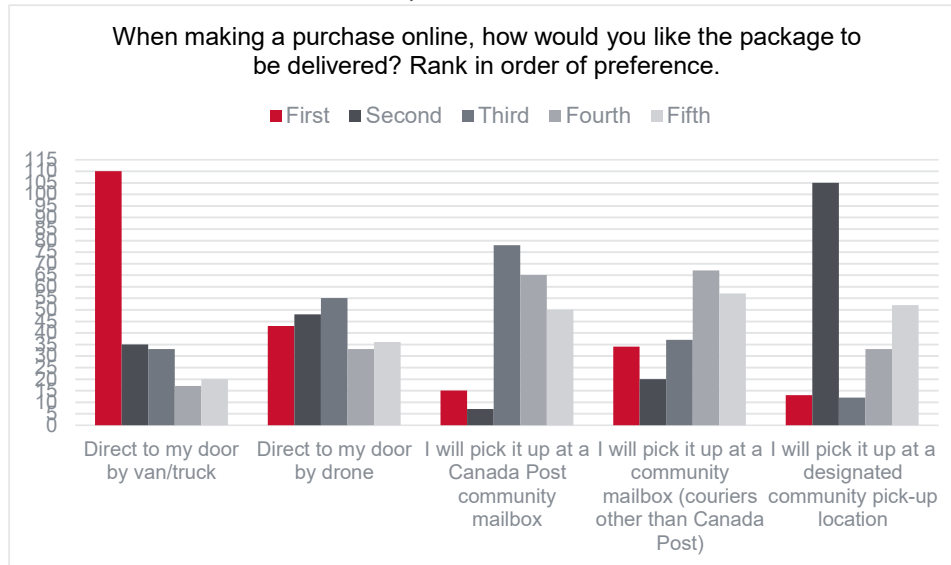
The Operational Advisory group was tasked in this phase to look at the transportation network as it applies to Calgary. This group was then asked to look at each quadrant of Calgary, as well as the downtown core, and outline where they felt improvements could be made to improve or enhance the network. The Strategic Advisory group was asked to look at long range improvements or changes that could be made to ensure the transportation network would be able to either meet, or be altered to meet future demands. It was out of this discussion that the formation of the focus groups was created. The Regional Advisory group was asked to provide the project team with updates and list out projects that they currently had on the books so that we can work more effectively to tie their work into the comments made by the Operational Advisory group.

Two focus groups were commissioned for this phase of engagement. They were comprised of academics and professionals from transportation, logistics and courier companies, who were not already in our advisory groups. These sessions were added in response to feedback received during the strategic advisory group meeting.

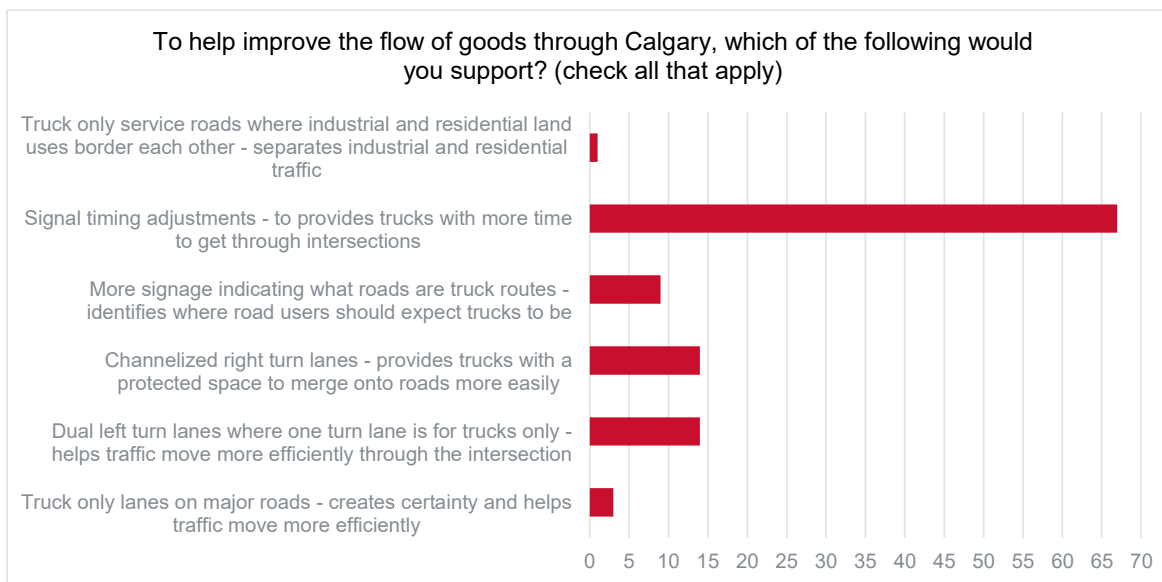
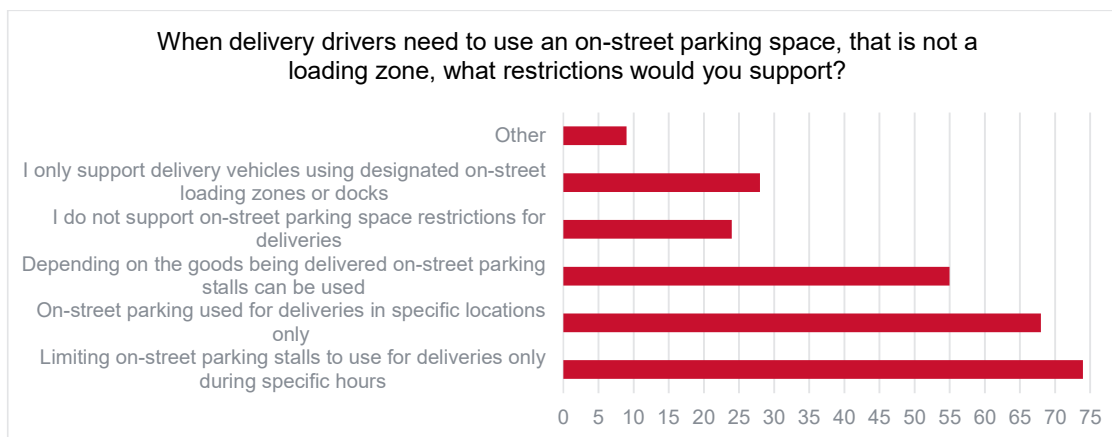
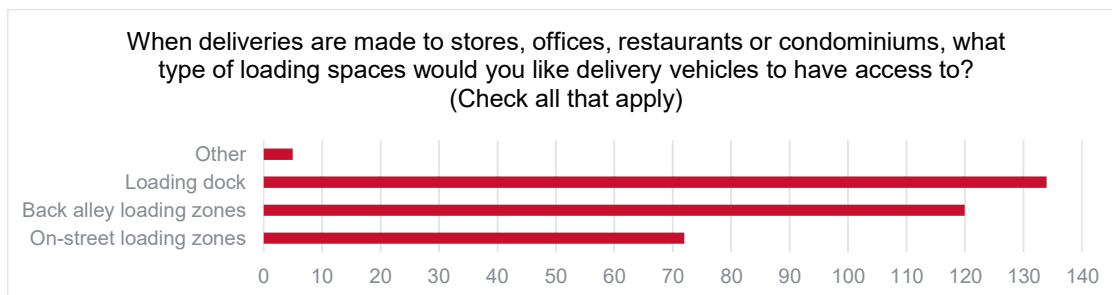
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Engagement activities – what we asked

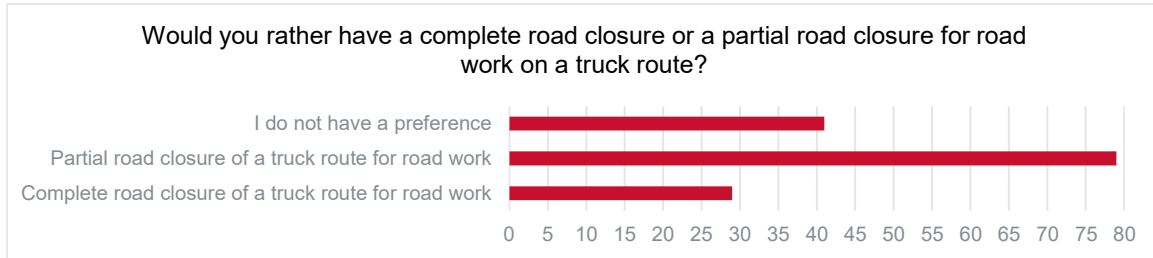
The public were asked:



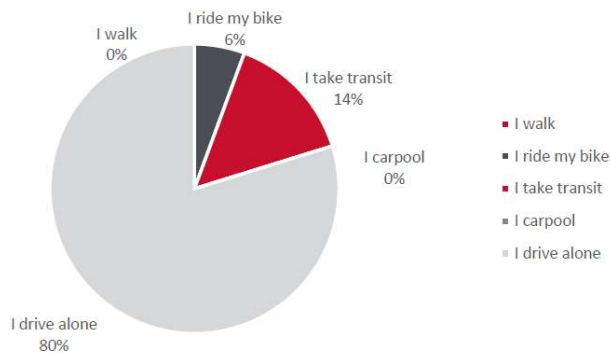
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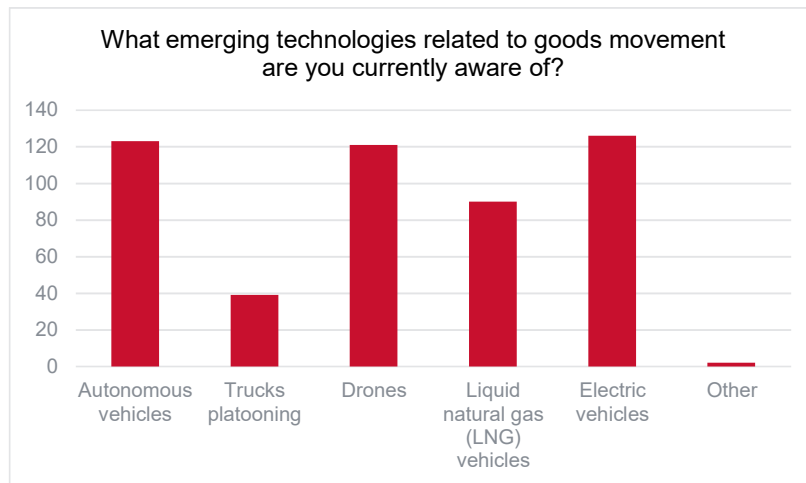
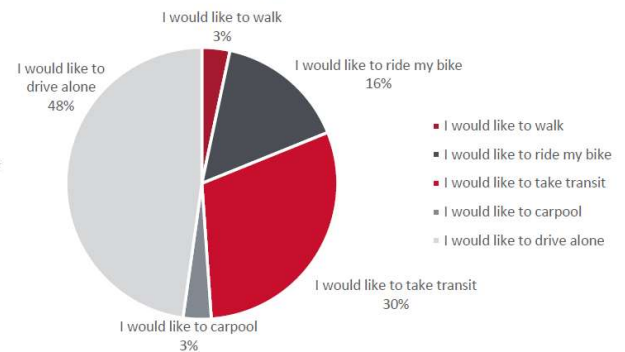
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If you work in an industrial park inside Calgary, how do you currently get to work?



If you work in an industrial park inside Calgary, how would you like to get to work?



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The Operational and Regional Advisory groups were asked to outline specific areas within the City and the Region to look at where the network was not as functional and what they felt were the opportunities to make improvements. The Strategic Advisory group was asked to look at the current transportation network to help envision what could be done now to provide flexibility when dealing with new technologies, such as autonomous vehicles, drones and other types of technological enhancements that may not have been discovered yet.

The focus groups were asked to consider the future around trends (autonomous vehicles) and how they could impact goods movement in the Calgary region. We also asked them to look at what we had learned so far and was there anything that we missed during our advisory group discussions.

What we heard

Our public engagement indicated that many respondents still want their goods delivered directly to their homes. They also preferred daytime deliveries, although there was some flexibility on picking parcels up from a dedicated location or having the deliveries either early morning or evening. At commercial, retail or condominium developments, respondents indicated that they would prefer that the appropriate infrastructure be in place for deliveries. We also heard that respondents preferred some form of time or location specific restrictions on deliveries to locations without a back alley or loading zone (e.g. strip malls). Respondents also would like The City to look at adjusting signal timing to help goods move around more efficiently on truck routes, rather than creating specific infrastructure for trucks. For those who work in the industrial parks, the majority currently drive themselves in but a significant portion of respondents said they would prefer other options to get to work and home.

Our Operational and Regional Advisory groups, using maps provided, outlined what they felt were critical areas for the goods movement industry

inside Calgary and helped prioritize from their view what was most important in each quadrant and in the downtown core. We also received on the maps locations of projects in Rockyview County, the MD of Foothills as well as Airdrie and High River.

The Strategic Advisory group told us about protecting right of way for transportation corridors so we would have flexibility as technology and infrastructure needs changed. This group also informed us that weakening certain protections like the AVPA could cause disruption to the goods movement industry.

The focus groups told us that we needed to look at our policies to improve flexibility. We also were given ideas on how we could manage the real estate used for industrial areas and how technologies may not continue to unfold as they currently are as advancements are being made more rapidly.

How we used the input

The input from the public engagement was used to refine and validate the potential solutions that had been identified in the jurisdictional surveys and best practice review.

Key outcomes

The key outcomes of Phase Three included:

- Calgarians were invited to participate in an online survey and in-person engagement opportunities.
- The advisory groups used a map to discuss in detail where they saw opportunities for improvement for infrastructure and other issues. This gathered information to supplement the current transportation infrastructure plan.
- The project team gained an understanding of how Calgarians perceived issues and the acceptability of proposed solutions to these issues.

Phase 4: Report back and strategy development

Overview

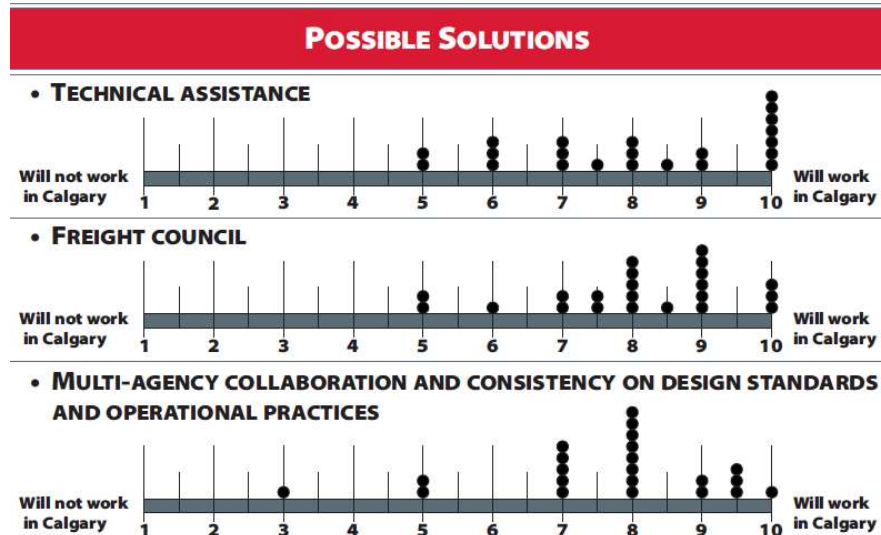
The fourth round of advisory group sessions took place. These sessions included reporting back what we had heard and done up to this point in the project, along with potential solutions to address the issues and challenges identified. The advisory group members provided their feedback on the potential solutions.

Engagement activities – what we asked

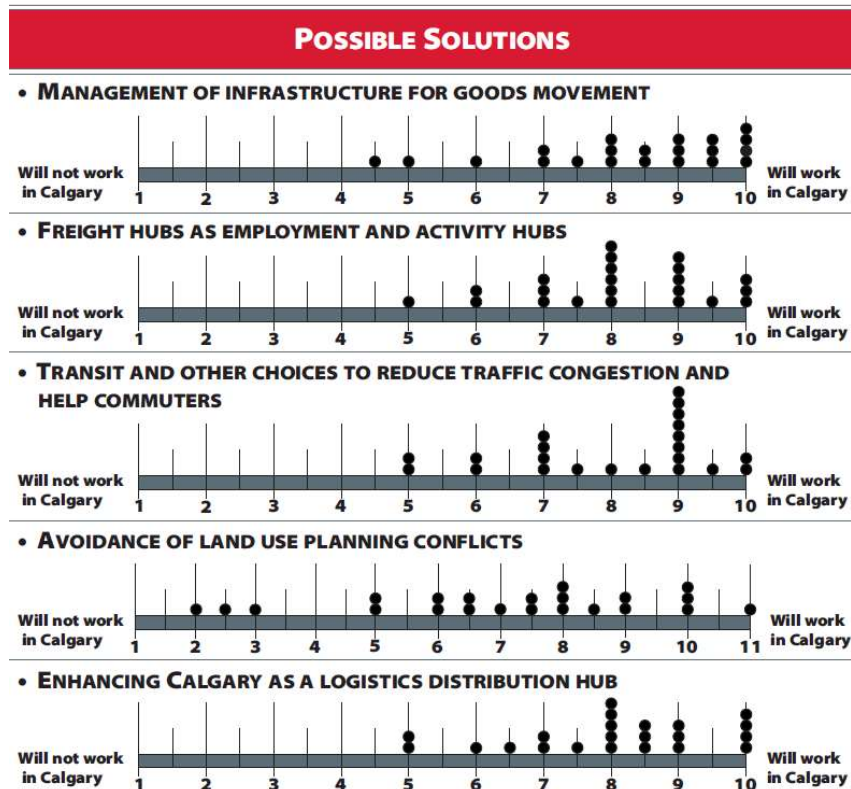
A series of topic themes were shown to the advisory group members and they were asked to rate how well they thought each of the solutions proposed in the issue categories would work in the Calgary context if they were free of barriers. This was done as a 'dot-mocracy' with each advisory group being shown the same issues and proposed solutions.

What we heard

1. COLLABORATE WITH STAKEHOLDERS



2. PROTECT AND ENHANCE GOODS MOVEMENT INFRASTRUCTURE

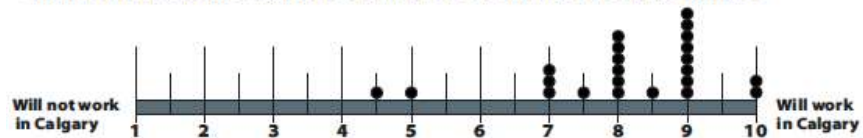


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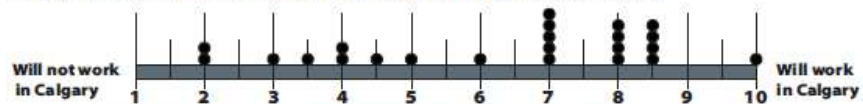
3. ENHANCE ACCESS, PARKING, LOADING AND GOODS MOVEMENT ENFORCEMENT

POSSIBLE SOLUTIONS

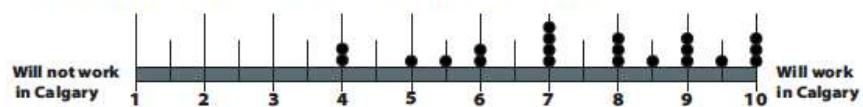
• IMPROVED INCORPORATION OF DELIVERY FACILITIES IN DEVELOPMENTS



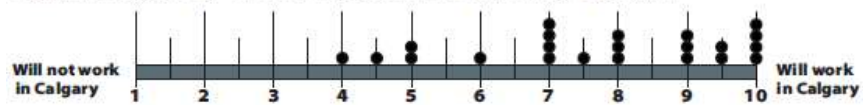
• ENHANCED SUPPLY AND USE OF ON-STREET LOADING AREAS



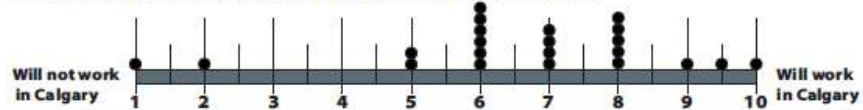
• IMPROVED COURIER AND TRUCK ACCESS CIRCULATION



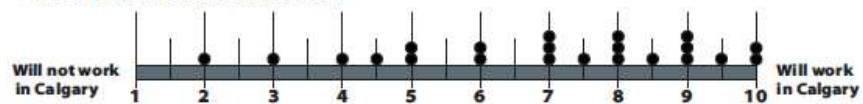
• MANAGEMENT OF TRUCKS TRAVELLING TO OR FROM CALGARY



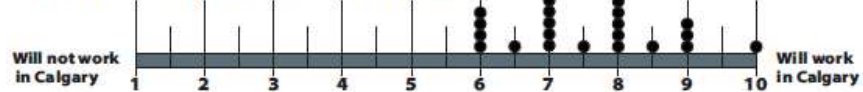
• PRIVATE SECTOR FINANCING OF NEW INFRASTRUCTURE



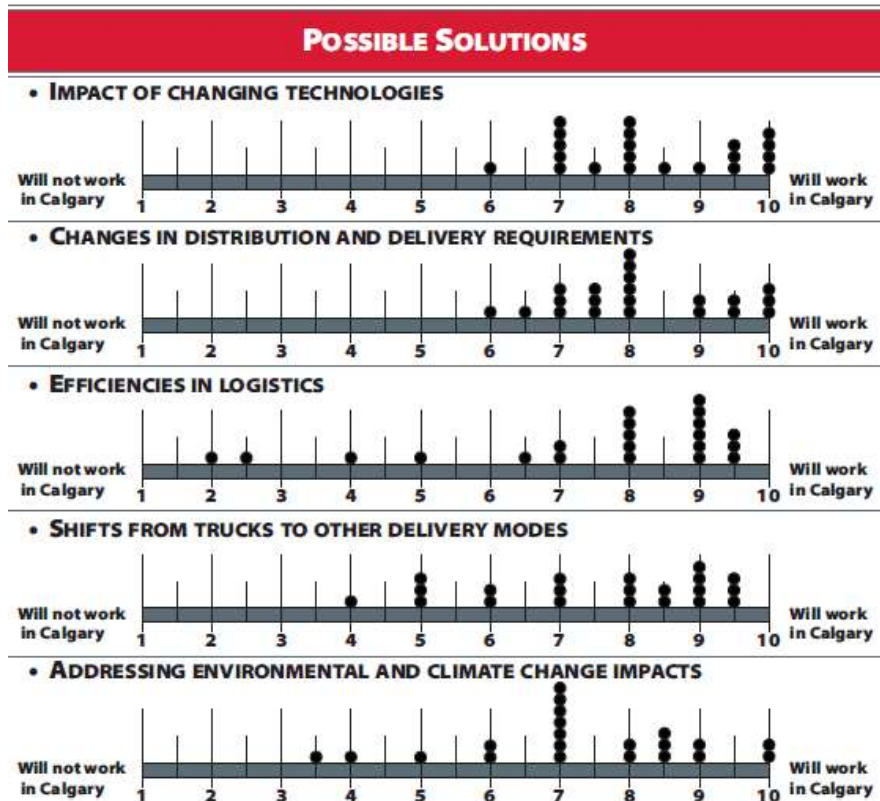
• CONSTRUCTION DISRUPTIONS



• PARTNERSHIPS WITH THE PRIVATE SECTOR



4. PLAN FOR A CHANGING FUTURE



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Key outcomes

The key outcomes from Phase Four included:

- Learned what advisory group members thought of the potential solutions the project team had developed.
- The project team revised the potential solutions based on feedback heard from advisory group members.
- The project team worked on developing the potential solutions further and incorporating them into the strategy.

Phase 5: Draft strategy

Overview

Phase Five involved sharing sections of the draft strategy with selected stakeholders, to ensure that their feedback was accurately reflected in the strategy and recommendations. This was the first time that stakeholders saw the recommendations.

Engagement activities – what we asked

Selected stakeholders were invited to attend information sessions. These stakeholders included our advisory members and some of the participants from our focus groups. Display boards were used to show them the challenges that we can work towards addressing, along with the recommendations that will help address them. Participants were asked to tell us if we had missed anything that should be incorporated into the strategy.

What we heard

Most stakeholders appreciated the opportunity to see the results of the strategy and how their input on challenges and potential solutions had been addressed, regarding the proposed infrastructure and operational improvements.

Key outcomes

The key outcomes of Phase Five included:

- Stakeholders had the opportunity to review the draft strategy and share their thoughts on it.

- The project team refined and finalized the strategy and recommendations.

Lessons learned

The project team took away a valuable communication and engagement lesson during these information sessions: it is better to delay a session to ensure that clear and concise information is presented in an effective manner. We were working on a tight timeline to prepare the materials for these information sessions, so the materials did not provide stakeholders with a clear line of sight between their issues and challenges and the recommended solutions. Some stakeholders indicated that they wanted more detailed information, especially with regards to the infrastructure map, so that they could better understand what the recommendations are and the locations they affect.

Communications strategies and tactics

Communications for the project were separated based on targeted stakeholder engagement and public engagement. This was done as targeted stakeholders have a higher-level knowledge about goods movement and the goods movement industry.

Targeted stakeholder communications

Targeted stakeholder communications were done for the advisory groups, one-on-one interviews and focus groups. The communication strategy for the advisory groups was to:

- Ensure that participants had the information they needed to participate effectively in each session
- Send pre-read information so that participants could review it in advance of each session

This was achieved through emails that were sent to selected individuals within the goods movement industry, academia or the public sector. Emails were sent in advance with information to help prepare them for participation in engagement

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opportunities. These were typically sent from the project manager or one of the project consultants, as in many cases they already had established relationships.

Public education and engagement communications

As goods movement is a complex topic, it was determined that a combined education and engagement campaign would be needed for public engagement.

The education campaign ran before the engagement campaign. It provided Calgarians with basic information about goods movement in Calgary, so that they would have a better understanding of goods movement prior to participating in engagement activities.



The education portion of the campaign ran from December 21, 2017 until January 31, 2018. The information shared as part of this campaign was designed to create awareness of goods movement and its importance in Calgary. The tactics in the education portion of the campaign drove Calgarians to visit the *Goods movement and you* webpage on Calgary.ca. That page had general information about goods movement, the importance of goods movement in Calgary, the Goods Movement Strategy, and upcoming engagement opportunities.



The engagement portion of the campaign focused on encouraging Calgarians to participate in engagement activities. It ran from February 1-16, 2018. The tactics used in the engagement portion of the campaign drove Calgarians to an online survey hosted at

Engage.Calgary.ca/goodsmovement. When on that webpage, Calgarians were encouraged to fill out five short surveys related to different aspects of goods movement.

Objectives

The objectives of the education and public engagement communications campaign were:

- Increase awareness of goods movement in Calgary
- Increase awareness of the importance of goods movement in Calgary
- Have citizens participate in engagement opportunities

Tactics

The communication tactics for the education campaign were in market prior to the tactics used to promote the engagement opportunities to avoid confusing people. For both phases of the campaign, paid and organic tactics were used.

The communication tactics for the education campaign included:

- The [Goods movement and you](#) webpage on Calgary.ca;
- Digital billboard ads;

Goods Movement Strategy Engagement and Communications Summary Report

- Transit shelter ads;
- Newspaper ads in Metro;
- *A Report to Calgarians* commercial;
- Facebook posts and an event;
- Tweets;
- Instagram posts;
- Digital Display Units in City of Calgary facilities; and
- Calgary.ca ads.

At the in-person engagement events, display boards provided participants with information about goods movement and its importance in Calgary, and the Goods Movement Strategy. Information about goods movement was presented in the form of an infographic. An infographic showing the journey of a pair of shoes from the warehouse it was created in to its delivery to the purchaser's home was included as well.



The strategies and tactics used for the education and engagement campaign resulted in increased traffic to the *Goods movement and you* and the engagement webpages, where Calgarians were able to learn more about goods movement and participate in engagement activities. Calgarians interacted with the social media posts about goods movement, increasing their awareness and knowledge about both topics. As well, Calgarians participated in engagement activities, by attending in-person events and filling in the online survey questions.

Outcomes

The strategies and tactics used for our targeted stakeholders resulted in their consistent participation in engagement activities when they were asked. These stakeholders supported the development of the Goods Movement Strategy through their participation. They provided us with information about their existing challenges with our Transportation Network, and solutions for consideration when making technical recommendations to resolve these challenges.

Appendix 1: One-on-one interview guide



CITY OF CALGARY GOODS MOVEMENT STRATEGY INTERVIEW GUIDE – PRIVATE SECTOR

The City of Calgary is developing a Goods Movement Strategy. The Strategy will:

- Identify and prioritize short, medium and long term actions and investments in transportation infrastructure to enhance the goods movement network in Calgary.
- Support the Calgary Transportation Plan (CTP) and Municipal Development Plan (MDP).
- Complement other City and regional economic development initiatives.

As well, the City's bylaws related to goods movement will be reviewed and consolidated where appropriate as part of the Goods Movement Strategy. This includes the truck route map and bylaw 60M90.

The City has appointed a consulting team to develop the Strategy. The team is led by the Watt Consulting Group, in association with David Kriger Consultants and CPCS.

To aid in the development of the Strategy, the consultants are conducting interviews with key public and private goods movement stakeholders in and around Calgary. This interview will give you a chance to communicate your experiences, needs and ideas that can inform the development of the Goods Movement Strategy.

This interview guide is meant to help participants prepare for the interview. Please note:

- The questions / topics below are guidelines only, to help the discussion.
- The discussion is meant to be open-ended.
- Some points might not apply to your particular organization or might be of lesser importance, so they can be omitted.
- Information gathered will be shared with the City of Calgary and will be used to inform Strategy reports, but will not be directly attributed in any documents without your permission, nor will your organization be identified by name without your permission.

Participation in this interview is voluntary. All responses will remain anonymous when reported. No personal information will be disclosed.

The personal information collected via this interview is being collected under the authority of section 33 (c) of the Freedom of Information and Protection of Privacy (FOIP) Act. The information will be used for the purpose of The City of Calgary Goods Movement Strategy. You may receive future correspondence and emails pertaining to this project. If you have any questions regarding the collection and use of this information, please contact 3-1-1.

* * * * *

Goods Movement Strategy Engagement and Communications Summary Report

1. From the perspective of your organization, which of the following are the most important goods movement issues in or around Calgary? Please pick the Top 3 issues and rank them.
1 = most important.

<input type="checkbox"/>	Congestion on Provincial highways, in or around Calgary
<input type="checkbox"/>	Congestion on other roads, in or around Calgary
<input type="checkbox"/>	Inadequate road access to rail terminals or to the airport
<input type="checkbox"/>	Inadequate road access to shippers / receivers
<input type="checkbox"/>	Inadequate intercity connectivity (road, rail or air)
<input type="checkbox"/>	Need for improved / additional transportation links (where?)
<hr/>	
<input type="checkbox"/>	Supply and location of zoned and serviced employment and industrial lands
<input type="checkbox"/>	Inconsistent truck route regulations / designations
<input type="checkbox"/>	Changing logistics, retailing and/or distribution patterns (e.g., e-commerce, automation)
<input type="checkbox"/>	Conflicts with other traffic, including transit, pedestrians and cyclists
<input type="checkbox"/>	Trucks moving through residential neighbourhoods or other sensitive areas
<input type="checkbox"/>	Traffic signal timing / coordination on arterials
<input type="checkbox"/>	Inadequate space for truck or courier loading / parking, on-street or off-street
<input type="checkbox"/>	Operating costs for goods movement
<input type="checkbox"/>	Reducing greenhouse gas (GHG) emissions / air pollutants
<input type="checkbox"/>	Keeping up with emerging technologies such as alternative fuels and/or regulatory standards
<input type="checkbox"/>	Bottlenecks (where?)
<hr/>	
<input type="checkbox"/>	Other (please describe)
<hr/>	

2. What is the nature of your goods movement operations in Calgary? What types of goods do you carry? What types of industries do you serve? What area/geography do you cover?
3. Approximately what volume or tonnage do you move in and around Calgary? Please indicate whether these are daily, weekly, monthly or annual amounts.
4. Do you have an in-house truck fleet? If so, how many vehicles do you have in your fleet? What types (categories) of vehicles are they? Do you have hybrid or other alternative-energy vehicles?

Goods Movement Strategy Engagement and Communications Summary Report

5. What is working well in terms of moving goods in and around Calgary, and what are the implications of each for your business / operations?

	Aspect	Implications for your business / operations
1.		
2.		
3.		

6. What trends would you say are most likely to affect the movement of goods in and around Calgary in the next 10 years, and what are the implications for your business / operations?

	Trend	Implications for your business / operations
1.		
2.		
3.		

7. Do you have any suggestions or solutions to address the issues and challenges identified above? What are the short-term and long-term opportunities that would improve how goods move in and around Calgary?

	Short term opportunities	Long term opportunities
1.		
2.		
3.		

8. Are you aware of any policies/actions that other urban regions/carriers are taking to improve goods movement for operations similar to yours? If so, what are they and do you think they could be applied in and around Calgary?
9. What would an ideal system for urban goods movement in and around Calgary look like?
10. What role do you think the City of Calgary can play most constructively in getting us to this ideal future?
11. Are there any other comments you would like to make regarding urban goods movement in and around Calgary?

Thank you!

Appendix 2: Small business survey



THE CITY OF CALGARY GOODS MOVEMENT STRATEGY - SEEKING YOUR INPUT

Every day, Calgary's businesses ship thousands of goods to and from customers across the city, throughout Alberta and around the world. To ensure that its transportation network continues to support the economic vitality of our businesses, The City of Calgary is developing a Goods Movement Strategy. The strategy will recommend policies and actions to improve goods movement, and will update and consolidate The City's truck bylaws.

The City of Calgary, with the participation of the Calgary Chamber of Commerce, is conducting a brief survey of Calgary's businesses. This is **your** chance to tell us about the goods movement issues and opportunities that are important to you. We will use the results of the survey to inform the development of the Goods Movement Strategy.

The survey has 12 questions. It can be completed in about 10 minutes.

For more information about the Goods Movement Strategy please visit calgary.ca/goodsmovement, or contact:

- Madhuri Seera, The City of Calgary (project manager), madhuri.seera@calgary.ca

Participation in this survey is voluntary. All responses will remain anonymous when reported. No personal information will be disclosed.

The personal information collected via this survey is being collected under the authority of section 33 (c) of the Freedom of Information and Protection of Privacy (FOIP) Act. The information will be used for the purpose of The City of Calgary Goods Movement Strategy. You may receive future correspondence and emails pertaining to this project. If you have any questions regarding the collection and use of this information, please contact 3-1-1.

Goods Movement Strategy Engagement and Communications Summary Report

The City of Calgary
Goods Movement Strategy

Calgary Chamber of Commerce
Online Survey

1. Where do you typically ship to or receive goods, packages, parcels, etcetera from? (Check all that apply)	
<input type="checkbox"/> Within Calgary city limits	<input type="checkbox"/> Surrounding region (e.g., Rocky View County, ...)
<input type="checkbox"/> Elsewhere in Alberta	<input type="checkbox"/> Elsewhere in Canada
<input type="checkbox"/> USA	<input type="checkbox"/> Other international
2. How frequently do you ship or receive goods, packages, parcels, etcetera? (Check one box only)	
<input type="checkbox"/> Several times daily	<input type="checkbox"/> About once each day
<input type="checkbox"/> Several times each week (but not every day)	<input type="checkbox"/> About once each week
<input type="checkbox"/> About once each month	<input type="checkbox"/> Infrequent (less than once each month)
3. What modes do you typically use to ship or receive goods, packages, parcels, etcetera? (Check all that apply)	
<input type="checkbox"/> Truck or van	<input type="checkbox"/> Canada Post (excluding regular mail)
<input type="checkbox"/> Courier / express delivery services	<input type="checkbox"/> Rail
<input type="checkbox"/> Air	<input type="checkbox"/> Marine
<input type="checkbox"/> Taxi or personal auto	<input type="checkbox"/> Bicycle or on foot
<input type="checkbox"/> Other (please describe) _____	
4. Does your organization own/lease or operate its own fleet of vehicles in the Calgary Region?	
<input type="checkbox"/> No, my organization does not own/lease or operate its own fleet of vehicles in the Calgary Region → go to Question 5	
<input type="checkbox"/> Yes. If yes, please indicate how many vehicles of each type are in your organization's fleet in the Calgary Region. (Include all categories that apply)	
Number in fleet	Vehicle category
_____	Light single unit truck or van (four tires – e.g. pick-up truck)
_____	Medium single unit truck or van (two axles, six tires - e.g. delivery van, tow truck)
_____	Heavy single unit truck (three or more axles – e.g., cement mixer)
_____	Heavy multi-unit trucks or power units with one or more trailers
_____	Other (specify) _____
5. What volume of goods do you ship or receive in a typical shipment?	
<input type="checkbox"/> Usually less than a truckload / carload / container load (vehicle, vessel, car or container is shared with other shippers)	<input type="checkbox"/> Usually a single full truckload / carload / container load (vehicle, vessel, car or container is dedicated entirely to your shipment)
<input type="checkbox"/> Usually more than one truckload / carload / container load (more than one vehicle, vessel, car or container is dedicated to your shipment)	<input type="checkbox"/> Varies from shipment to shipment
<input type="checkbox"/> Don't know	
<input type="checkbox"/> Other (please specify) _____	
6. Do you offer e-commerce (shopping on-line) to your customers / clients?	
<input type="checkbox"/> No, not applicable → go to Question 7	

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2

Goods Movement Strategy Engagement and Communications Summary Report

The City of Calgary
Goods Movement Strategy

Calgary Chamber of Commerce
Online Survey

<input type="checkbox"/>	No, but I plan to offer e-commerce in the future → go to Question 7
<input type="checkbox"/>	Yes. If yes, how do customers / clients receive their purchases? (Check all that apply)
<input type="checkbox"/>	Customer picks up the purchase at my location
<input type="checkbox"/>	Customer picks up the purchase from another location
<input type="checkbox"/>	Special delivery to the customer by courier or other express service
<input type="checkbox"/>	Regular delivery to the customer by truck or courier on a regular delivery schedule
<input type="checkbox"/>	Other (please describe) _____

v2 – 21 April 2017

3

Goods Movement Strategy Engagement and Communications Summary Report

The City of Calgary
Goods Movement Strategy

Calgary Chamber of Commerce
Online Survey

7. Which of the following do you see as the most important goods movement issues in or around Calgary today?
(Pick the Top 3 issues and rank them, 1 = most important)

- ☐ Congestion on roads and highways, in or around Calgary
- ☐ Inadequate road / highway access to rail terminals or to the airport
- ☐ Inadequate road / highway access to shippers / receivers
- ☐ Inadequate intercity connectivity (road, rail or air)
- ☐ Need for improved / additional transportation links (where?) _____
- ☐ Inadequate intersection design / road capacity (where?) _____
- ☐ Urban sprawl (serving sites over a large geographical area)
- ☐ Supply of zoned and serviced employment and industrial lands for development
- ☐ Inconsistent truck route regulations or designations / signage
- ☐ Securing permits for oversize / overweight loads
- ☐ Changing logistics, retailing and/or distribution patterns (e.g., e-commerce, automation, ...)
- ☐ Conflicts with other traffic, including transit, pedestrians and cyclists
- ☐ Trucks moving through residential neighbourhoods or other sensitive areas
- ☐ Traffic signal timing / coordination on arterials
- ☐ Inadequate space for truck / courier loading / parking, on-street or off-street
- ☐ Hours of operation (when loads can be picked up or delivered)
- ☐ Operating costs / operating efficiency for goods movement (e.g., fuel, load management, empty backhaul, ...)
- ☐ Reducing greenhouse gas (GHG) emissions / air pollutants
- ☐ Keeping up with emerging technologies (such as alternative fuels), and/or new regulatory standards
- ☐ Availability of skilled labour
- ☐ Other (please describe) _____

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4

Goods Movement Strategy Engagement and Communications Summary Report

The City of Calgary
Goods Movement Strategy

Calgary Chamber of Commerce
Online Survey

8. What opportunities do you see for addressing these issues? (Please describe)		
9. Which one of the following industrial sectors best describes your establishment in the Calgary Region? (Check one box only)		
<input type="checkbox"/> Agriculture, forestry, fishing, hunting or mining	<input type="checkbox"/> Construction	
<input type="checkbox"/> Utilities	<input type="checkbox"/> Manufacturing	
<input type="checkbox"/> Wholesale trade	<input type="checkbox"/> Retail trade	
<input type="checkbox"/> Transportation and warehousing	<input type="checkbox"/> Information	
<input type="checkbox"/> Finance and insurance	<input type="checkbox"/> Real estate rental and leasing	
<input type="checkbox"/> Professional, scientific and technical services	<input type="checkbox"/> Management of companies and enterprises	
<input type="checkbox"/> Administrative and support services	<input type="checkbox"/> Waste management and remediation services	
<input type="checkbox"/> Educational services	<input type="checkbox"/> Health care and social assistance	
<input type="checkbox"/> Arts, entertainment and recreation	<input type="checkbox"/> Accommodation and food services	
<input type="checkbox"/> Other services (except public administration)	<input type="checkbox"/> Public administration	
<input type="checkbox"/> Other (please specify)		
10. How many people does your organization currently employ in the Calgary Region? (Check one box only. Include full time, part time and seasonal workers. Include <u>only</u> those people who work in the Calgary Region, but include <u>all</u> locations in the Calgary Region.)		
<input type="checkbox"/> Micro (1 to 5)	<input type="checkbox"/> Small (6 to 19)	<input type="checkbox"/> Medium (20 to 99)
<input type="checkbox"/> Medium-Large (100 to 199)	<input type="checkbox"/> Large (200 to 499)	<input type="checkbox"/> Very large (500+)
11. What modes do your employees in the Calgary Region normally use to get to / from work? (Check all that apply)		
<input type="checkbox"/> Personal vehicle (automobile, motorcycle, etc.)		
<input type="checkbox"/> Calgary Transit or other transit		
<input type="checkbox"/> Walk all the way		
<input type="checkbox"/> Bicycle all the way		
<input type="checkbox"/> Other (please specify)		
12. Would you like to make any other comments regarding goods movement issues and opportunities in Calgary?		

Thank you. You have now completed the survey. Please press the 'submit' button to submit your responses.

LETTERS OF SUPPORT FOR THE CALGARY GOODS MOVEMENT STRATEGY

1. Alberta Transportation Delivery Services – Southern Region
2. Alberta Transportation Network and Capital Planning Branch
3. Calgary International Airport
4. Canadian Pacific Railways
5. Calgary Economic Development
6. Van Horne Institute
7. University of Calgary
8. Mount Royal University
9. Bison Transport
10. FedEx
11. Commercial Real Estate Development Association (NAIOP)
12. Alberta Sand and Gravel Association (ASGA)

Letters of Support



Delivery Services, Southern Region
Willowglen Business Park
803 Manning Road NE, Second Floor
Calgary, Alberta T2E 7M8
Telephone: 403-297-6311
Fax: 403-297-4706
www.transportation.alberta.ca

November 27, 2018

Ms. Madhuri Seera, P. Eng.
Project Manager, Goods Movement Strategy
City of Calgary
800 Macleod Trail, S.E.
P.O. Box 2100, Sta M
Calgary, AB
T2P 2M5

Dear Ms. Seera:

Subject: CITY OF CALGARY GOODS MOVEMENT STRATEGY

Thank you for providing Alberta Transportation with the opportunity to participate in the development of the City of Calgary Goods Movement Strategy.

The movement of people and goods is a critical component of the provincial and municipal transportation network and supports Alberta Transportation's mission of providing a transportation system that supports Alberta's economy and quality of life. Co-operation between our two jurisdictions will allow for integration of our transportation plans for the benefit of all road users.

The recommendations provided in the goods movement strategy will be considered and used to inform future programs based on provincial priority and funding availability.

If you have any further questions, please contact me at 403-297-8633 or at jerry.lau@gov.ab.ca.

Yours truly,

A handwritten signature in blue ink, appearing to read "Jerry Lau".

Jerry Lau, P. Eng.
Infrastructure Manager
Southern Region



Letters of Support



Corporate Strategies and Services Division
Network and Capital Planning, Investment Planning

2nd Floor, Twin Atria Building
4999-98 Avenue
Edmonton, AB T6B 2X3

Telephone: 780/415-9961

November 27, 2018

Ms. Madhuri Seera
Project Manager, Goods Movement Strategy
Senior Transportation Engineer, Network Planning
Transportation Planning, City of Calgary
800 Macleod Trail SE,
Calgary, Alberta, T2P 2M5

Dear Ms. Seera:

Thank you for taking the time to meet with Alberta Transportation representatives and our Transportation Trade Network Study consultant on October 25, 2018.

Alberta Transportation initiated the Transportation Trade Network (TTN) Study in fall 2018 to understand commodity growth in Alberta, analyze road, rail and inland port infrastructure, and examine connections to trade corridors in BC, Saskatchewan, Yukon and the United States. Ultimately, the study will identify transportation trade network issues and recommend infrastructure projects that will enable efficient transportation of commodities to export markets.

There has been a significant body of work completed for the City of Calgary's Goods Movement Strategy to date, which is complementary to the TTN Study. Alberta Transportation does not intend to duplicate work completed by the City of Calgary and would like to use Calgary's Goods Movement Strategy to inform the TTN Study. In doing so, the TTN Study will credit the City of Calgary as appropriate.

Please contact me if you have any questions or require additional information.

Sincerely,

A handwritten signature in blue ink that reads "Cmulyk".

Corinna Mulyk
Director, Investment Planning

*Up-to-date road information is a click or a phone call away (5-1-1 toll-free).
Visit 511.alberta.ca or follow us on Twitter @511Alberta to get on the road to safer travel.*

Letters of Support



October 31, 2018

Madhuri Seera,
Project Manager, Goods Movement Strategy
Senior Transportation Engineer, Network Planning
Transportation Planning, City of Calgary

Re: Goods Movement Strategy, Letter of Support

Dear Madhuri:

The Calgary Airport Authority would like to thank you for inviting us to participate in the development of the Goods Movement Strategy. With over 75 percent of air freight in Alberta moving through the Calgary International Airport we hold a significant stake in this critical strategy.

YYC is in alignment and supports the strategic directions presented in this strategy that will ensure goods coming into and out of The City of Calgary are: transported efficiently, that investments are made in critical transportation infrastructure, that future land use and transportation plans are developed in collaboration with regional partners and that land use around major freight hubs and corridors is planned for and protected.

This Goods Movement Strategy as presented compliments our YYC - Land Development Strategy as it places emphasis on good access to critical transportation infrastructure, promotes planning and protects land use in and around major freight hubs and corridors. This directly correlates to the Provincial Airport Vicinity Protection Area (AVPA) regulation in the Land Use Planning in the vicinity of the Airport. We believe the AVPA needs to be protected as it is critical to the longevity of the Airport and the efficient delivery of air freight entering and exiting our City and the Region.

We support the proposed Goods Movement Strategy initiatives and look forward to continuing this collaboration with the City and the various industry stakeholders that comprise this Goods Movement Strategy steering committee.

Sincerely,

A handwritten signature in black ink, appearing to read "Rob Palmer", is placed above the printed name and title.

Rob Palmer
VP Finance and CFO
Calgary Airport Authority

Letters of Support



Jeff Knight
Director, Industrial Development
Canadian Pacific

T: 403 319 6596
C: 403 510 4476
E: jeffrey_knight@cpr.ca

7550 Ogden Dale Road SE
Calgary Alberta, Canada
T2C 4X9

November 19, 2018

Madhuri Seera,
Project Manager, Goods Movement Strategy
Senior Transportation Engineer, Network Planning
Transportation Planning, City of Calgary

Re: Calgary Freight Advisory Council, Letter of Support

Mr. Seera,

Thank you for your invitation for Canadian Pacific to participate in the formation of a Freight Advisory Council here in Calgary.

The formation of such a council would benefit Calgary through the development of a Goods Movement Strategy that will create a platform to address goods movement issues, discuss concerns and solutions related to goods movements and to lay groundwork for the future of how goods are moved into, out of and throughout the City of Calgary.

Canadian Pacific supports this strategy and to ensuring the safer and more efficient movement of goods in the city. It's important that this strategy is developed in collaboration of those that are most impacted by it, and as one of those stakeholders Canadian Pacific looks forward to participating.

Best Regards,



Jeff Knight
Director, Industrial Development
Canadian Pacific Railway

Letters of Support

Calgary Economic Development's
collaborative energy makes us a
conduit, connector, catalyst and
storyteller for Calgary.

November 7, 2018

Attn: Madhuri Seera, Project Manager, Goods Movement Strategy

Dear Madhuri,

The Goods Movement Strategy is a vitally important project for the City of Calgary to achieve its expanded potential as the multimodal logistics hub of Western Canada. Outlined below are three key strategies that support the continuation of the work.

Support for The Strategy

The level of investment in infrastructure and distribution facilities has been higher in the Calgary region than any other Western Canadian city. Such investments include CN Rail's \$200M Calgary Logistics Park which includes two million square feet of distribution and warehouse space. DHL Express nearly tripled the size of its operation at YYC Calgary International Airport to capitalize on the growth being generated. This strategy provides a roadmap to achieve a transportation network for goods and people that is safe, economical and environmentally sustainable.

Goods Movement Council

We appreciate the partnership we have established with the Project team to inform the Strategy. Through the Calgary Economic Development's Transportation and Logistics Advisory Committee, we have been involved in the development of the Goods Movement Strategy. Calgary Economic Development has an established advisory that could easily transition into a Goods Movement Council to continue to support short and long-term initiatives.

The objectives of this Council could execute on the delivery of the action items identified, ensure core goals outlined and implemented over set time frames, engage public and private partnerships while continuing to attract investments and help achieve the vision in the Strategy.

calgary economic
development
be part of the energy™

731 1st Street SE, Calgary, Alberta, T2G 2G9
Main: (403) 221-7831
Toll-free: 1 (888) 222-5855
Media: (403) 880-7040
calgaryeconomicdevelopment.com

Letters of Support

Alignment with Inland Port Strategy

The Calgary Region is a key transportation and logistics hub. However, the Calgary Region's competitive advantage is challenged by other jurisdictions embracing innovation or infrastructure upgrades. There is a need to integrate our Goods Movement Strategy into our existing Inland Market strategy to create core competencies to support our leading advantage.

We encourage the City to keep up the momentum and implement the action items recommended in the Strategy to advance smart infrastructure, positioning Calgary as Western Canada's Inland Market that is supported by a safe, economical, reliable and environmentally sustainable goods movement system.

Sincerely,



Steve Allan
Executive Chair
Calgary Economic Development

Letters of Support



Suite 420, 715 – 5 Avenue SW
Calgary, AB Canada T2P 2X6

(587) 430-0291
info@vanhorneinstitute.com
www.vanhorneinstitute.com

November 6, 2018

Madhuri Seera
Project Manager, Goods Movement Strategy
Senior Transportation Engineer, Network Planning
Transportation Planning
The City of Calgary

Dear Madhuri:

Re: Goods Movement Strategy, Letter of Support

The Van Horne Institute would like to thank you for inviting us to participate in the development of the Goods Movement Strategy.

The Van Horne Institute is a 'think tank' focused on growth issues related to trade, transportation, infrastructure and resource development locally, regionally and nationally. Through our ongoing research, we therefore recognize the importance of an efficient multi-modal goods movement network to Calgary's competitiveness and economic wellbeing.

The Van Horne Institute is in alignment with and supports the strategic directions presented in this strategy. We especially believe the strategic directions will improve the role of Calgary as a dominant distribution hub in Western Canada, promote the efficient use of all goods movement modes, help position the City to accommodate new goods movement technologies such as autonomous trucks and contribute to sustainable economic growth.

We support the proposed Goods Movement Strategy initiatives. We look forward to continued collaboration with the City and the goods movement industry stakeholders that will be involved.

Sincerely,

A handwritten signature in cursive script, appearing to read "Alex Phillips".

Dr. Alex Phillips
President and CEO
Van Horne Institute
Suite 420, 715 -5th Ave SW
Calgary, Alberta T2P 2X6
T: 587-430-0293
Email: aphillips@vanhorneinstitute.com
Website: <http://www.vanhorneinstitute.com/who-are-we/>

Letters of Support



Office of the Vice-President (Research)

A100, Administration Building
2500 University Drive NW
Calgary, AB T2N 1N4
CANADA
www.ucalgary.ca/vpr

November 1, 2018

Madhuri Seera
Project Manager, Goods Movement Strategy
The City of Calgary

Re: Goods Movement Strategy

Dear Madhuri,

On behalf of the University of Calgary I would like to thank you for including us as a member of the Strategic Advisory Group for The City of Calgary Goods Movement Strategy. I commend you and your team for reaching out to industry, academia and other stakeholders to gain a deep and balanced understanding of challenges and potential solutions. This kind of public-private partnership is essential to tackling complex issues facing our city.

I would like to express the enthusiastic support of the university for the strategic directions and actions in the Strategy, specifically as they relate to collaborative research. The Urban Alliance, The City and the university's strategic research partnership, has enabled our institutions to work together to address important municipal challenges. The university has tremendous research capacity in areas relevant to the Strategy, including transportation/mobility solutions, wireless communications and GPS tracking, autonomous vehicle systems, supply chain management, land use planning, sustainable energy systems and practices, life cycle analysis, and others. Many University of Calgary researchers are national and international leaders in these areas. Two of our scholars, Dr. Lina Kattan and Dr. Osman Alp, have taken part in the development of the Strategy.

Dr. Lina Kattan, who is part of the Strategy's Advisory Group, is the Urban Alliance Professor in Transportation Systems Optimization. She runs a state-of-the-art Active Traffic Demand Management lab that collects real-time data from Calgary highways and applies sophisticated modeling approaches to tackle practical transportation problems. Dr. Kattan's team has undertaken more than 30 research projects with The City in recent years, and this year was awarded a major \$1.6M NSERC grant to optimize the integration and sustainability of municipal infrastructure, including transportation, energy, water and waste.

Dr. Osman Alp is an expert in supply chain operations, and his research takes a holistic approach that includes distribution systems, supply chain management and logistics, and solutions for sustainable transportation of goods and people. We look forward to engaging the expertise of a broad group of researchers on campus to carry out practical research projects to support the implementation of the Goods Movement Strategy.

We would like to highlight our support for the following proposed actions, which align very well with our strengths as a university and our Urban Alliance partnership with The City:

1. Action item 5.4: *"Collaborate with the private sector and other stakeholders to address environmental and climate change impacts generated by goods movement."* The University of Calgary has a strong track record of research, including work with The City and other partners, in the areas of sustainability and resilience.
2. Action item 6.1: *"Collect, share and maintain goods movement data in collaboration with academic institutions and other partners"*. Data is a critical part of research and this will enable us to leverage existing data within the industry and the City. The university has a great deal of experience in managing and interpreting big data.
3. Action item 6.2: *"Support the creation of an urban freight research centre in Calgary, in collaboration with academic institutions and other partners"*. We see tremendous opportunity for collaborative research with the

Letters of Support

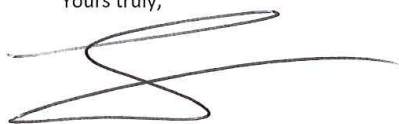
2

City, industry, academic colleagues and other partners. We encourage pursuit of a mechanism to focus the resources of the partners to address important practical research questions.

I would like to reiterate our appreciation for the partnership approach that The City has taken to inform the Strategy. The symposium hosted by Mount Royal University provided a platform to exchange ideas between key stakeholders, and we hope this approach will continue. The University of Calgary is committed to engaging with our City, industry, and academic colleagues as the Strategy is put into action.

We commend you and your team for putting together a robust approach to realize the vision of a safe, efficient, environmentally responsible and resilient goods movement system that benefits all Calgarians. We look forward to partnering with you in this important endeavor.

Yours truly,

A handwritten signature in dark ink, consisting of a series of loops and a long horizontal stroke extending to the right.

Ed McCauley, Ph.D., FRSC
Vice-President (Research)
University of Calgary

Letters of Support

October 26, 2018

TO: Madhuri Seera, Project Manager, Goods Movement Strategy

Letter of Support & Reference

Dear Madhuri,

It has been my pleasure to be associated with the Goods Movement Strategy (GMS) over the last many months. It is my understanding that you and your team would be presenting a report on that work to the City Council in early December 2018. I am happy to offer this letter of support for you to include in the final information package to be submitted to the City Council. My association has been focused on the sustainability pieces of the *strategy*, and I see a significant potential to build up on the work done so far to provide real end user value to the citizens.

Support for the Strategy

Mount Royal University (MRU) has a long standing history of research partnerships in collaboration with community partners and industry members. We strongly believe in conducting applied research which has a direct significance on the lives of our citizens. I thank you for including faculty members of the Department of Supply Chain Management in your “Strategic Advisory Group” for the Goods Movement Strategy. I found all of those discussion sessions to be very productive, engaged and apt. I commend you and your team on your efforts to solicit feedback from the industry, understand concerns and find balanced solutions. You have my support for the Strategic Directions and Action Items recommended in The Goods Movement Strategy.

Goods Movement Strategy Symposium (June 2018)

The Department of Supply Chain Management appreciates the partnership we have established with the City of Calgary (via the GMS project) to inform the *Strategy* and going forward we look forward to working closely with the City. Through the Goods Movement Strategy Symposium held in June 2018 at the Riddle Library of the Mount Royal University (in collaboration with the City and University of Calgary), and the two Stakeholder Engagement sessions (December 2017), we could provide a platform to share related ongoing research by different stakeholders. We encourage continued collaboration and believe this should be an annual event hosted in partnership and offer our support for future collaborative research opportunities.

Alignment in Research

At MRU, we have initiatives on goods movement and sustainability research that strongly compliments the Goods Movement Strategy. We strongly support the recommended action items, especially:

1. Action item 5.4: *Collaborate with the private sector and other stakeholders to address environmental and climate change impacts generated by goods movement*

Letters of Support

2. Action item 6.1: *“Collect, share and maintain goods movement data in collaboration with academic institutions and other partners”*. Data is a critical part of any research and this action item will enable us to leverage existing data within the industry and the City.
3. Action item 6.2: *“Support the creation of an Urban Freight Research Centre in Calgary, in collaboration with academic institutions and other partners”*. We see tremendous opportunity for collaborative research with the City, private partners and other institutions and encourage an ongoing dialogue on this.

We encourage the City to keep up the momentum and implement the action items recommended in the Strategy and make way for the vision of a multimodal, safe, economical, reliable and environmentally sustainable goods movement system.

Sincerely,



Rajbir S Bhatti, PhD

Assistant Professor (Supply Chain Management)
International Business & Supply Chain Management,
Director, Academic Liaison,
Calgary Logistics Council (CLC)
Formerly, Member of the Board of Directors,
Canadian Supply Chain Sector Council (CSCSC), Toronto

EB 2052, Bissett School of Business,
Mount Royal University, Calgary
Phone: 403-440-5086

www.rajbirbhatti.ca

Letters of Support



Empower our people.
Enable our customers.
Elevate our business.

SAFETY | SPIRIT | SERVICE | SUSTAINABILITY | SUCCESS

City of Calgary
Attn: City Council

October 26, 2018

To Whom It May Concern:

I write this message today, as a notation to convey our support for the implementation that is being put forth for the Goods Movement Strategy Recommendation.

Over the last two years, I have been an active part of the Goods Movement Operations Committee. Through the process, I have become familiar with the strategy and its ultimate benefit for goods and people movement fluidity well into the future.

It is imperative that we have a strategy and associated stakeholder committee that addresses current infrastructure needs, as well as forward looking applications into the future. Fluidity and congestion management, electric vehicles, autonomous testing and implementation, E-Commerce, as well as creating economic attraction through our attention to T&L is very important to the City's success.

At this time, we recommend that the City of Calgary accept this Strategy and the recommendations.

Warm Regards,

A handwritten signature in black ink, appearing to read "Doug Romanuk".

Doug Romanuk
Vice President, West Region
Bison Transport Inc.

Letters of Support



YYC Operations

FedEx Express Canada Corporation

24 Aero Drive NE

Calgary, Alberta, T2E 8Z9

November 7, 2018

TO: Madhuri Seera, Project Manager, Goods Movement Strategy

Letter of Support for Goods Movement Strategy

Dear Madhuri,

Thank you for the opportunity to be part of the Operations Advisory Committee that was established to inform the Goods Movement Strategy. I appreciate the team's efforts in gathering feedback from the industry on existing challenges, opportunities and potential solutions. From the FedEx Express Canada perspective, I have provided feedback on the challenges we face. I am pleased with the recommendations that are set forth from the Strategy.

FedEx Canada has been operational in Alberta for over 30 years and continues to grow and offer an increased portfolio of business solutions along with our Opco partners FedEx Freight and Ground.

I offer my personal support for the approval and implementation of the Strategy. We hope to continue to work together with the City in the implementation of the Strategy and improving our economy.

Warmest regards

A handwritten signature in black ink that reads "G Basterfield". The signature is stylized with a large, looping "G" and a long, sweeping underline.

Gary Basterfield

Ramp & CTV Manager

Letters of Support



November 20th, 2018

Ms. Madhuri Seera
Project Manager, Goods Movement Strategy
Senior Transportation Engineer, Network Planning
Transportation Planning, City of Calgary

Via email: Madhuri.seera@calgary.ca

Dear Ms. Seera:

Re: Goods Movement Strategy

Thank you for the opportunity for NAIOP Calgary to work with The City of Calgary on the Goods Movement Strategy. Our membership of over 250 industry professionals appreciates the benefit of collaborative work with The City to achieve mutual goals on the movement of goods in and around our city.

This strategy is critically important to the industrial users, tenants and developers that operate in the Calgary region. It is well thought out and thorough and offers excellent steps forward to ensure we grow and retain this integral component of the Calgary economy. We look forward to continuing to work with you and your team.

Yours truly,

NAIOP Calgary

A handwritten signature in blue ink, appearing to read "Paul", followed by a long horizontal flourish.

Paul Derksen
Chair, NAIOP Government Affairs Committee

Board of Directors

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RYAN SIRSKI
Director-at-large

MIKE MANNIX
Director-at-large

Letters of Support



November 26, 2018

Ms. Madhuri Seera
Project Manager, Goods Movement Strategy
Senior Transportation Engineer, Network Planning
Transportation Planning, City of Calgary

Via Email: Madhuri.seera@calgary.ca

Dear Ms. Seera:

RE: Goods Movement Strategy

Thank you for the opportunity for the Alberta Sand and Gravel Association (ASGA) to work with The City of Calgary on the Goods Movement Strategy. Formed in 1975, the ASGA has grown to represent over 135-member companies that produce over 80 per cent of Alberta's processed aggregates. The ASGA is committed to the orderly and responsible development of Alberta's aggregate resources, promoting high standards of workmanship and accountability related to environment and safety within the aggregate industry.

The ASGA strongly supports the Goods Movement Strategy. Long term planning and continued investment in infrastructure is critical to the economic development and quality of life in Calgary both now and in the future.

Delivery of construction materials is a key focus for our membership. Having a strong delivery network that can support the transport of our products is critical. The ASGA supports the continued investment in road network infrastructure as well as the continued focus on polices that are designed to maximize the efficiencies and safety of those same networks.

Sincerely,

A handwritten signature in blue ink, appearing to read 'John Ashton', is written over a faint, light blue horizontal line.

John Ashton
Executive Director, Alberta Sand and Gravel Association

Transportation Report to
SPC on Transportation and Transit
2018 December 06

ISC: UNRESTRICTED
TT2018-1315

Safer Mobility Plan Annual Report 2018

EXECUTIVE SUMMARY

This report provides an annual update on The City of Calgary's programs for safer mobility. This report is prepared annually to inform Council on the progress of various safety initiatives to improve safety for all users of Calgary's roads. The Safer Mobility Plan Annual Report 2018 (Attachment 1) provides a final update on the progress towards the casualty collision targets of Safer Mobility Plan 2013-2017 and reflects on the noteworthy accomplishments in each of the 11 strategies during the term of the plan. The proposed actions for 2019 are outlined in terms of strategies of the Safer Mobility Plan 2019-2023. Additional collision data is presented in Attachment 2.

With the completion of the inaugural term of the Safer Mobility Plan 2013-2017, the proposed draft plan entitled Safer Mobility Plan 2019-2023 (Attachment 3), builds on the approaches and strategies of the previous plan. Based on previous Council direction, the Vision Zero mandate has been reinforced within the Safer Mobility Plan 2019-2023. Additional emphasis was placed on the reduction of the most severe collisions, outlining strategies focused on the 5 E's of traffic safety (Engagement, Engineering, Education, Enforcement, and Evaluation) to achieve these targets.

2018 was a year of focused implementation of low cost measures, evaluations, and network screening to identify high priority locations for implementation of proven countermeasures, as well as continued public engagement through the delivery of the second round of Ward Safety Meetings with our Safer Mobility partners.

Calgary's casualty collision rates are lower than the National averages, however, The City is continuing to raise the profile of traffic safety by adopting *Vision Zero – mobility free of major injuries and fatalities*. 2017 saw a dramatic decrease of traffic collision related fatalities, while injury and property damage collisions increased. Collisions involving vulnerable road users were lower than previous years. Preliminary data for 2018 indicates that these trends have not been maintained but the increases are moderate. Investments identified through One Calgary will enable the delivery of actions identified in the Safer Mobility Plan 2019-2023 and will result in meaningful changes in traffic safety and quality of life for Calgarians.

Transportation Report to
TRANSPORTATION AND TRANSIT
2018 December 06

ISC: UNRESTRICTED
TT2018-1315

Safer Mobility Plan Annual Report 2018

ADMINISTRATION RECOMMENDATION:

That the SPC on Transportation and Transit recommends that Council:

1. Receive this report for information; and
2. Direct Administration to report back to the SPC on Transportation and Transit on the Safer Mobility Annual Report by Q4 2019.

RECOMMENDATION OF THE SPC ON TRANSPORTATION AND TRANSIT, HELD 2018 DECEMBER 06:

That the Administration Recommendations contained in Report TT2018-1315 be adopted.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2014 November 3, at the Combined Meeting of Council, Council approved “that Council receives this report [Pedestrian Traffic Safety Overview TT2014-0773] for information and that Administration provides annual Safer Mobility Plan updates and continues working on the initiatives outlined in this update”.

On 2018 October 4, at the SPC on Transportation and Transit, Council approved “That the SPC on Transportation and Transit recommends that Council defer the report on the Safer Mobility Plan Annual Report 2018 and report back to the SPC on Transportation and Transit on 2018 December 6.”

BACKGROUND

The City carries out several projects and activities to improve road safety for all users and pilot new technologies as a part of the Transportation Department’s mission to provide a safe transportation system. Calgary’s traffic safety management process outlined in the 2013-2017 Safer Mobility Plan set forth these traffic safety efforts and proposed targets and strategies. Annual collision data reviews are completed to identify issues, trends and opportunities for safety improvements.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The City of Calgary uses a multi-faceted and collaborative approach to enhance traffic safety. Data is collected and reviewed to identify problems and possible solutions, new approaches and technologies are tested, public education programs are developed and practices are adjusted as needed. Many safety programs are on-going and many are continuously added.

Collision Data

The Transportation Department produces an annual summary of traffic collisions on the transportation network in Calgary (excluding collisions on private property). 2017 Traffic Collision

Safer Mobility Plan Annual Report 2018

Summary (Attachment 2) presents information about collision trends; this information and more detailed analysis of this dataset, are used to inform our traffic safety actions and initiatives.

In 2017, there were 11 fatal collisions, 2,650 injury collisions and 35,448 property damage only collisions on Calgary roads. The societal cost of these collisions is estimated to be \$1.12 billion, however, Calgary is continuing to perform well compared to other major Canadian cities with an overall collision rate of 213.5 casualties per 100,000 population (casualty is a term used which combines fatal and injury collisions). For comparison purposes, a selection of cities are shown in the table below, using the most recently available comparable data.

Summary of Collision Data for Other Canadian Jurisdictions

City	All casualty collision rate (Collisions/100,000 population)	Pedestrian casualty collision rate (Collisions/100,000 population)
Calgary (2017)	213.5	28.4
Edmonton (2017)	292.9	28.9
Ottawa (2017)	296.7	36.3
Toronto (2013)	530.0	49.9

**The pedestrian casualty collision rate for Ottawa was calculated based on the number of casualties instead of casualty collisions (data for which was not available). Reporting practices vary among jurisdictions.*

Pedestrians were involved in 2 fatal collisions and 352 injury collisions, in 2017, while cyclists were involved in 146 injury collisions with no fatal cyclist collisions. Preliminary collision data for 2018 indicates an increase in fatal collisions compared to 2017.

Safety Guidelines

The Transportation Department recently published and continues to develop, guidelines to create safer transportation infrastructure. These include the Pedestrian Strategy, the Complete Streets Guide, the Calgary Temporary Traffic Control Manual and the Comprehensive Road Safety Review Program Guide, including Road Safety Audits and In-Service Road Safety Reviews. More importantly, the department has been taking actions based on the directions in these documents to improve safety on our roads, these actions are described in Attachment 1.

In addition to engineering measures, the department carries out public education programs focused on improving safety for all road users. Support is also provided to our external partners including the AMA School Patrol program, Safer Calgary, the Calgary Safety Council "Safety City", MADD and SADD.

New Technology

New technology continues to be used to improve traffic safety. A project is currently underway to identify traffic conflicts (near misses) using computer technology to obtain safety indicators proactively, rather than relying on collisions to quantify safety issues. The expanded application of Traffic Calming (TC) Curbs has allowed quick responses to traffic safety and traffic calming issues at a low cost and low impact to existing infrastructure; evaluation of changes to user behavior indicates improvements to safety in terms of speed reductions and increases in yield compliance. Evaluations were completed in 2018 for several projects and are included in the Appendix of Attachment 1, demonstrating significantly improved safety through reduced

**Transportation Report to
TRANSPORTATION AND TRANSIT
2018 December 06**

**ISC: UNRESTRICTED
TT2018-1315**

Safer Mobility Plan Annual Report 2018

frequency and severity of collisions. Changes to strengthen how safety projects are delivered by internal stakeholders and business units will be established in 2019.

Despite ongoing efforts and new activities to improve performance in each of the target areas, casualty collisions increased in 2017 compared to 2016 in three of five target focus areas. Discussion of final outcomes for each of the target focus areas are outlined in Attachment 1. New proposed targets are outlined in Safer Mobility 2019-2023 Plan in Attachment 3.

Future opportunities

Any opportunity to embed traffic safety principles more meaningfully in projects, programs and initiatives should be investigated, including the Transportation Plan and potential changes as a result of the provincial City Charter within the Municipal Government Act. A key step toward a true Vision Zero approach is achieving operating speeds that reduce the likelihood of fatality or serious injury for all users by reducing impact energy. The recent Council direction to review the unposted speed on lower classification roadways has the potential for significant reduction of frequency and severity of collisions. Administration has been directed to investigate the unposted speed limits and will be bringing back a report with recommendations by the end of 2019.

Stakeholder Engagement, Research and Communication

Collaboration with stakeholders in the Transportation Department and with the Calgary Police Service is a critical part of improving traffic safety. Other key traffic safety partners include external stakeholders such as Alberta Transportation, school boards, the AMA, Safer Calgary, and citizens. Traffic safety initiatives are communicated through safety campaigns, publications, 311, message boards, participation in forums such as public open houses and web based information such as YouTube, Calgary.ca and social media.

Two rounds of engagements with communities were completed in 2017 and 2018 through the Community Traffic Safety Meetings on a Ward basis. These meetings allowed for dialogue between citizens, various City staff, CPS and external partners to share information and access resources. The meetings were well attended and resulted in the collection of over 1,200 specific concerns from citizens. These concerns are being assessed and actions are being taken to improve safety through engineering measures, education and enforcement. Other community initiatives such as the Community Speed Watch, have also been a way for citizens to convey safety messages to Calgary drivers and to gather data they can share back to their communities.

Administration conducts research on transportation safety with Calgary Police Service, the Transportation Association of Canada (TAC) and universities. Research involves collection of Calgary collision and traffic data to identify local trends and examines emerging practices and technologies at the national level.

Strategic Alignment

Improving traffic safety on Calgary's road network aligns with goals outlined in the 2020 Sustainability Direction and the Calgary Transportation Plan that are focused on mobility, encouraging active modes and improving public safety. Actions within the Safety Mobility Plan are directly aligned with the objectives of the Pedestrian Strategy and the Traffic Calming Policy.

Transportation Report to
TRANSPORTATION AND TRANSIT
2018 December 06

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TT2018-1315

Safer Mobility Plan Annual Report 2018

Social, Environmental, Economic (External)

Enhanced safety of mobility supports the economy, social activities and personal health and welfare. Providing a safer environment for Calgarians who are walking or cycling helps encourage reduced automobile dependency and associated greenhouse gas emissions as well as greater interaction between citizens in their communities. Reductions in collisions can reduce direct costs for the City and financial impacts to the economy associated with litigation, health care, property damage and lost productivity, as well as indirect costs such as reduction of quality of life and pain and suffering. The total impact is estimated to be \$1.12 billion in 2017. However, there are many social, environmental and economic factors that influence traffic safety outcomes that are beyond direct control of The City, which underscores the need to collaborate with other agencies as identified in the SMP.

Financial Capacity

Current and Future Operating Budget:

The recommendations in this report are accommodated within current and future operating budgets for 2019-2022.

Current and Future Capital Budget:

The recommendations in this report are accommodated within the capital budgets for 2019-2022. Findings of the report and related actions help advise the selection of future projects.

Risk Assessment

Continued development, piloting and implementation of traffic safety initiatives contributes to the reputation of Calgary as a city with an excellent quality of life. Effective and efficient traffic safety measures minimize the risks associated with a busy transportation network for all road users.

REASON(S) FOR RECOMMENDATION(S):

In receiving this report for information, Council is provided with the proposed Safer Mobility Plan 2019-2023 and an update on current and planned initiatives to improve safety for all users of Calgary's roads.

ATTACHMENT(S)

1. Attachment 1 – Safer Mobility Plan Annual Report 2018
2. Attachment 2 – 2017 Traffic Collision Data
3. Attachment 3 – Calgary Safer Mobility Plan 2019-2023

Calgary Safer Mobility Plan Annual Report 2018

Transportation - Roads

The City of Calgary

December 6, 2018

1. Introduction

The Calgary Safer Mobility Plan (SMP) 2013-2017 was the first step towards a formal, Calgary-specific, and evidence-driven transportation safety management process. With the completion of the term of the plan, it is time to reflect on the progress, effectiveness of the strategies, and lessons learned within its duration. With strong traffic safety leadership and the guidance of the Safer Mobility Plan and its strategies, Calgary has secured its place among cities leading the way to Vision Zero.

As per the direction of the Safer Mobility Plan 2013-2017, the Annual Report 2018 provides a final review outlining alignment with targets (Section 2), and key achievements and lessons learned (Section 3). Several project evaluation sheets have been developed for projects undertaken in 2015-2016 with significant safety components and are included in Appendix A of this report.

The proposed Safer Mobility Plan 2019-2023 (Attachment 3) proposes to continue the course and build on the great work accomplished previously. The actions planned for 2019 are presented in Section 4 based on the 2019-2023 SMP Traffic Safety Strategy redefined in terms of 5 E's (Engagement, Engineering, Education, Enforcement, and Evaluation/Innovation) of transportation safety.

Vision Zero

Based on previous Council direction, through the Pedestrian Strategy, a Vision Zero mandate has been strengthened in the Safer Mobility Plan 2019-2023. Adopting a Vision Zero approach in Calgary is consistent with the previous plan and with other plans in North America which have been branded as Vision Zero. The Vision Zero approach and targets have been fortified in the new plan to focus on major injury and fatality collisions and the reduction target of 25%. This will be made possible by the One Calgary proposed budgets resulting in increased resources for implementation of specific capital improvements to address safety issues reactively and proactively.

A key step toward a true Vision Zero approach is achieving operating speeds that reduce the likelihood of fatality or serious injury for all users by reducing impact energy. The recently introduced initiative reviewing the unposted speed on lower classification roadways has the potential for significant reduction of frequency and severity of collisions depending on resulting reductions in operating speed. However, the discussion of safer speeds needs to be expanded so that Calgarians who drive understand that a reduction to 10% risk of fatality (equivalent to an impact of 30 km/h for a pedestrian or cyclists) is possible by reducing speeds to 50 km/h where there is a risk of side impact collisions and 70 km/h where there is a risk of head-on collisions.

2. Collision Statistics and Focus Area Targets

In 2017, there were 11 fatal collisions, 2,650 injury collisions and 35,448 property damage only collisions on Calgary roads. The societal cost of these collisions is estimated to be \$1.12 billion, however, Calgary is continuing to perform well compared to other major Canadian cities with an overall collision rate of 213.5 casualties per 100,000 population (casualty is a term used which combines fatal and injury collisions). For comparison purposes, a selection of cities are shown in the table below, using the most recently available comparable data.

Summary of Collision Data for Other Canadian Jurisdictions

City	All casualty collision rate (Collisions/100,000 population)	Pedestrian casualty collision rate (Collisions/100,000 population)
Calgary (2017)	213.5	28.4
Edmonton (2017)	292.9	28.9
Ottawa (2017)*	296.7	36.3
Toronto (2013)	530.0	49.9

**The pedestrian casualty collision rate for Ottawa was calculated based on the number of casualties instead of casualty collisions (data for which was not available). Reporting practices vary among jurisdictions..*

In 2017, Pedestrians were involved in 2 fatal collisions, and 352 injury collisions, while cyclists were involved in 146 injury collisions with no fatal cyclist collisions. While casualty collisions were on the rise, fatalities were significantly lower than previous years. The targets were assessed based on the baseline values established in 2012 and are summarized in the table below. Even though only one of the targets was met, all focus areas experienced collision reductions ranging between 0.6% and 4.0%.

Summary of 2013-2017 Safer Mobility Plan Targets and Outcomes

Focus Area	Reduction Target	Outcome
Overall Casualty Collisions	10%	3.8% - Not met
Intersection Casualty Collisions	12%	0.6% - Not met
Non-Intersection Casualty Collisions	5%	4.0% - Not met
Vulnerable Road User Collisions	12%	1.1% - Not met
Speeding Involved Collisions	5%	9.0% - Met

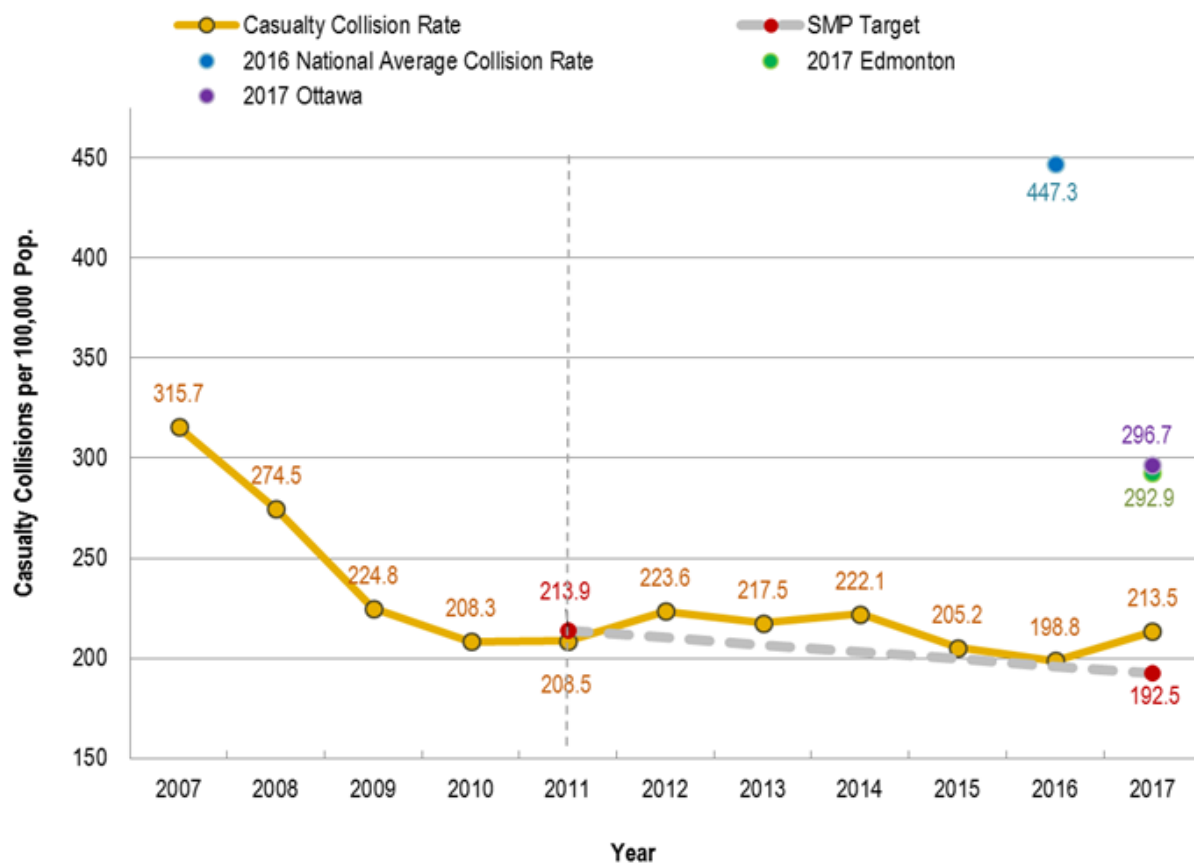
It should be noted that the trends in the most recent collision data are a result of activities completed during 2016 or earlier.

2.1 Overall Casualty Collision Target

Target: 10% reduction in casualty collision rate (fatality and injury combined) per 100,000 population, based on a 3 year rolling average (2015-2017)

Baseline: Casualty (fatality and injury combined) collision rate of 213.9 per 100,000 population, based on a 3 year rolling average (2009-2011)

Outcome: Casualty (fatality and injury combined) collision rate of 205.9 per 100,000 population, based on a 3 year rolling average (2015-2017), 3.8% collision reduction compared to baseline



Progress summary: The overall casualty collision rate for 2017 experienced an increase compared to the previous year and the projected three year rolling average targets were not met. The 2016 National Average, the most recent available, was 447.3 casualty collisions per 100,000.

Key Actions:

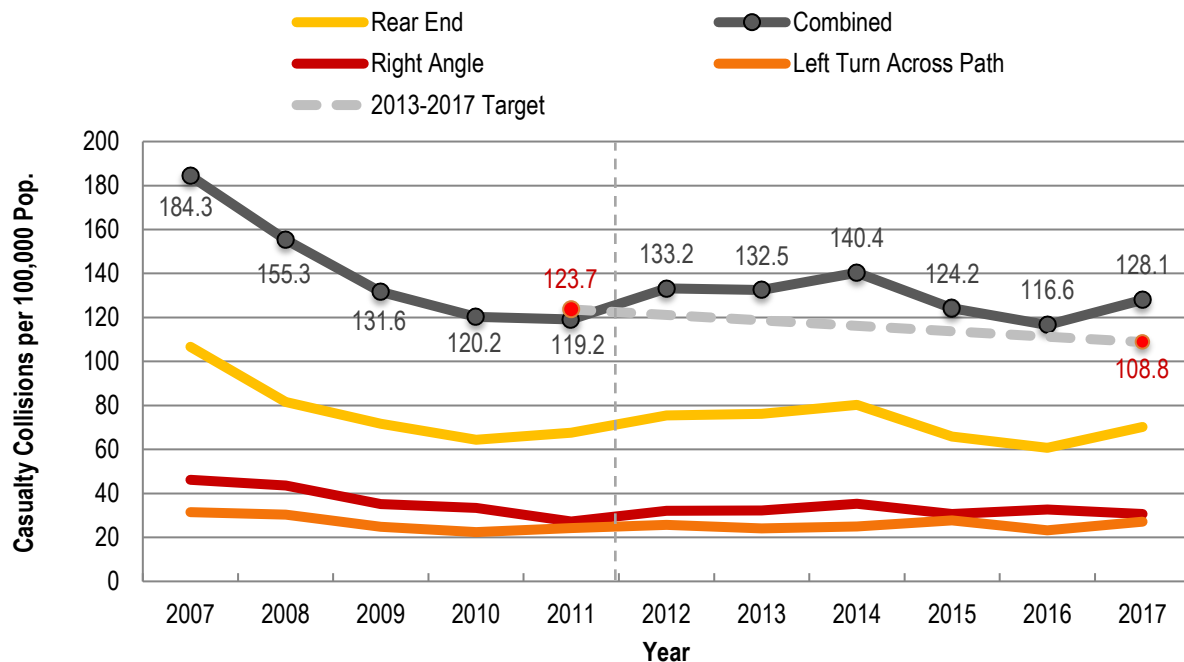
- Implement improvements identified in the In-Service Road Safety Reviews/Road Safety Audits
- Continued/expanded speed-related engagement and education and speed reductions, where appropriate
- Support of Calgary Police Service (CPS) targeted enforcement activities.

2.2 Intersection Collision Target

Target: 12% reduction in combined rear end, right angle and left turn across path casualty collision rate per 100,000 population, based on a 3-year rolling average (2015-2017)

Baseline: Combined rear end, right angle and left turn across path casualty collision rate of 123.7 per 100,000 population, based on a 3-year rolling average (2009-2011)

Outcome: Casualty (fatality and injury combined) collision rate of 123.0 per 100,000 population, based on a 3 year rolling average (2015-2017), resulting in 0.6% collision reduction compared to baseline



Progress summary: The intersection casualty collision rate for 2017 increased compared to 2016. This change is mainly driven by an increase in right angle collisions and a slight increase in left turn across path collisions. A decrease was observed in right angle collisions. Continued effort is required in this area. National averages are not available for intersection collisions.

Key Actions:

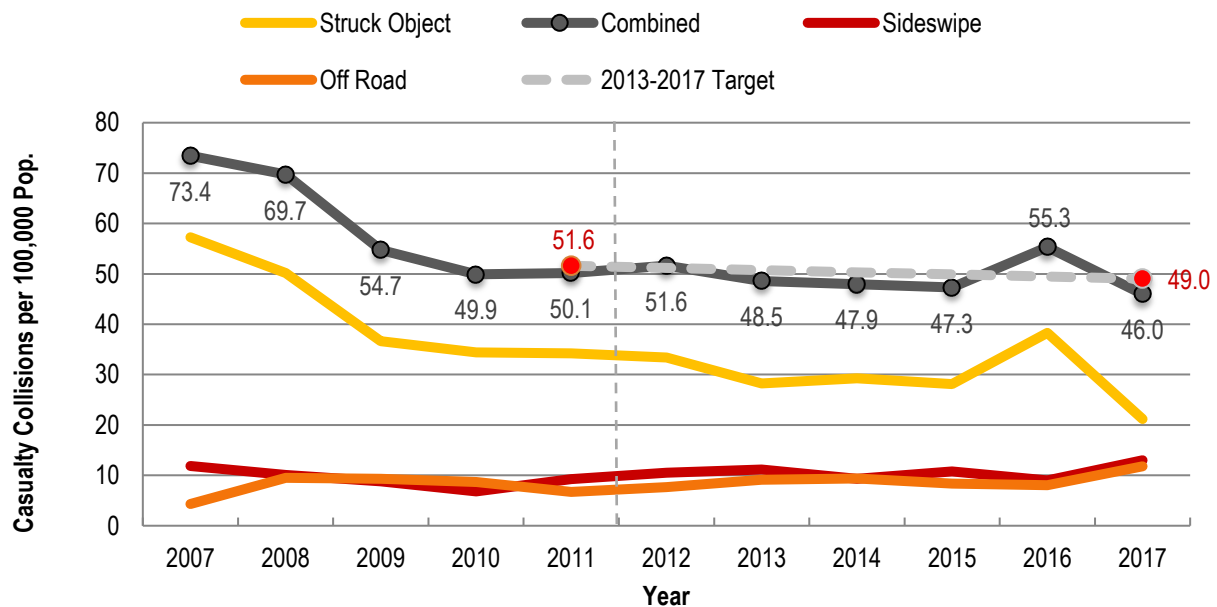
- In-Service Road Safety Reviews/Road Safety Audits focused on intersection improvements.
- Network screening and focused application of mitigation measures for rear end collisions such as Advanced Warning Flashers and high friction surface treatment.
- Continued application of Traffic Calming Curbs to address collision issues.
- Engagement and awareness activities related to speed and investigation of speed reduction at high speed intersections
- Support of CPS targeted enforcement activities.

2.3 Non-Intersection Collision Target

Target: 5% reduction in combined struck object, sideswipe and off-road casualty collision rate per 100,000 population, based on a 3-year rolling average (2015-2017)

Baseline: Combined struck object, sideswipe and off-road casualty collision rate of 51.6 per 100,000 population, based on a 3-year rolling average (2009-2011)

Outcome: Casualty (fatality and injury combined) collision rate of 49.5 per 100,000 population, based on a 3 year rolling average (2015-2017), resulting in 4.0% collision reduction compared to baseline



Progress summary: The non-intersection casualty collision rate for 2017 experienced a dramatic decrease compared to 2016 and is below the target line. This is mainly due to a decrease in struck object collisions. Sideswipe and off-road collisions casualty rates increased slightly. National averages are not available for non-intersection collisions.

Key Actions:

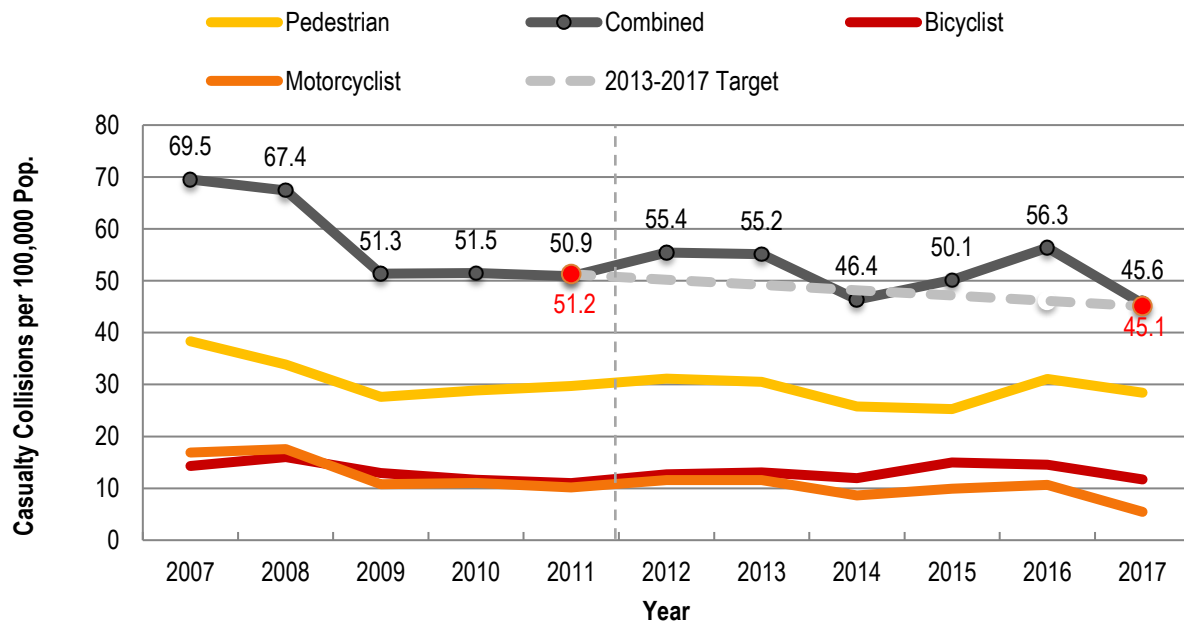
- Focused application of mitigation measures for sideswipe and off-road collisions.
- In-Service Road Safety Reviews/Road Safety Audits/focused infrastructure improvements.
- Engagement and awareness activities related to speed.
- Engagement and enforcement activities related to distracted driving (Sideswipe collisions).
- Support of CPS enforcement activities.

2.4 Vulnerable Road Users Collision Target

Target: 12% reduction in vulnerable road user casualty collision rate per 100,000 population, based on a 3-year rolling average (2015-2017)

Baseline: Vulnerable road user casualty collision rate of 51.2 per 100,000 population, based on a 3 year rolling average (2009-2011)

Outcome: Casualty (fatality and injury combined) collision rate of 50.7 per 100,000 population, based on a 3 year rolling average (2015-2017), resulting in 1.1% collision reduction compared to baseline



Progress summary: The vulnerable road user casualty collision rate for 2017 increased compared to 2016. All vulnerable road user groups, including pedestrian, cyclist, motorcyclist collision rates showed a decrease. National averages are not available for vulnerable road user collisions.

Key Actions:

- Continued application of enhancements for pedestrian crossings including RRFBs, pedestrian corridor improvements, Traffic Calming Curb application.
- Application of mitigation measures for pedestrian collisions including targeted lighting improvements.
- Implementation of improvements at identified pedestrian collision clusters.
- Continued implementation of measures identified in the Pedestrian Strategy and various infrastructure improvement projects to incorporate safety improvements.
- Engagement and awareness activities related to vulnerable road user safety.
- Support of CPS enforcement activities related to vulnerable road users.

2.5 Impaired and Distracted Driving (Mobility) Support Target

Targets: Share data analysis and mapping related to impaired driving with CPS to aid with targeted enforcement efforts.

 Form/maintain partnerships with CPS and other stakeholders and provide support in educating and engaging the public.

Progress summary: The impaired and distracted driving targets are currently qualitative. Discussions are underway to establish quantitative baseline values and targets despite the lack of direct control. Continued effort is required to maintain achievement for this target.

Key Actions:

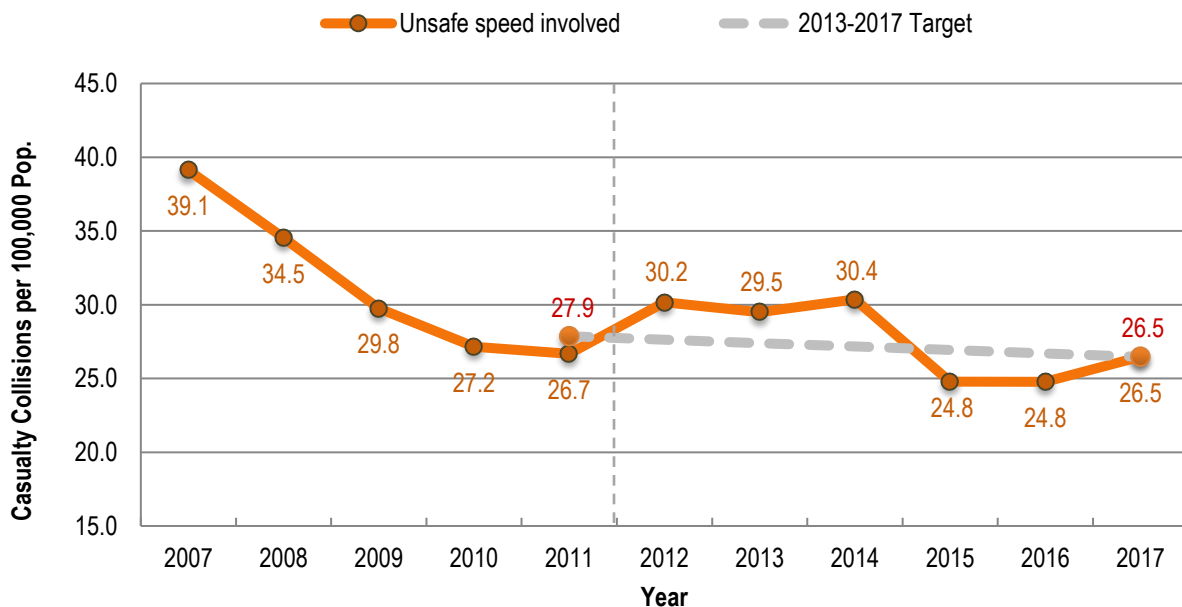
- Engagement and awareness activities related to distracted and impaired mobility.
- Establishment of quantified baseline and target values in collaboration with CPS.
- Support of CPS enforcement activities related to impaired and distracted mobility.
- Support CPS in the year ahead with messaging regarding drug impaired mobility.

2.6 Speeding Involved Collision Target

Target: 5% reduction in speeding involved casualty collision rate (fatality and injury combined) per 100,000 population, based on a 3-year rolling average (2015-2017)

Baseline: Speeding involved casualty collision rate of 27.9 per 100,000 population, based on a 3-year rolling average (2009-2011)

Outcome: Casualty (fatality and injury combined) collision rate of 25.3 per 100,000 population, based on a 3 year rolling average (2015-2017), resulting in 9.0% collision reduction compared to baseline



Progress summary: The speeding involved casualty collision rate for 2017 increased slightly compared to 2016. Nevertheless, the 3 year rolling average comparison indicates a 9 percent reduction in speeding involved casualty collision rates. National averages are not available for speeding involved collisions.

Key Actions:

- Implementation of recommendation of In-Service Road Safety Reviews/Road Safety Audits/focused infrastructure improvements.
- Application of design guidelines such as Complete Streets to encourage lower speeds.
- Traffic Calming Curb pilot aimed at reducing speeds in neighborhoods.
- Network screening and application of mitigation measures for speeding involved collisions.
- Engagement and awareness activities related to speed, including SLOWS and Community Traffic Calming and Community Speed Watch.
- Support of CPS speed enforcement activities collaboration regarding SLOWS requests and Traffic Service Requests (CPS equivalent of 311 for traffic issues).

3. Safer Mobility Plan 2013-2017 – Key Achievements and Lessons Learned

This section highlights a selection of key achievements accomplished during the term of Calgary's 2013-2017 Safer Mobility Plan by various groups. A detailed description of each of the strategies is provided in the Safer Mobility Plan 2013-2017.

Strategy 1: Safer Mobility Plan Management Strategy

- Initiation of the Safer Mobility Communities Team
- Implementation of two rounds of Community Ward Traffic Safety Meetings
- Safer Mobility Plan annual reporting
- Consultation with our Safer Mobility partners in the review of 2013-2017 Safer Mobility Plan
- Preparation of the 2019-2023 Safer Mobility Plan

Strategy 2: Transportation Safety Data Management Strategy

- Implementation of the E-Collisions database, an enhanced collision database
- Deployment of the Collision Dashboard, an internal web-based collision data application
- Annual Traffic Collision Summary reporting , with key figures from summary presented in Attachment 2.

Strategy 3: Vulnerable Road User Safety Strategy

- Implementation of over 130 Rectangular Rapid Flashing Beacons (RRFBs), supplementary side-mounted flashers at pedestrian corridors, and signalized crosswalks
- Review and improvements at high pedestrian collision locations including ladder crosswalks, changes to left turn phasing, lighting improvements, and others
- Implementation of traffic safety related actions identified in the Step *FORWARD* pedestrian strategy including Leading Pedestrian Interval, and support for tactical urbanism, and traffic calming activities.
- Leading the development of the new national guide by Transportation Association of Canada (TAC) entitled Pedestrian Crossing Control Guide
- Traffic Calming Curbs – implementation at crosswalks with quantified safety concerns to reduce speeds and crossing distance, proactive safety enhancements
- Harmonization of 197 school zones found to reduce speeds, increased speed compliance, and improved safety for all road users.
- Pilot of reflective sleeves at pedestrian crosswalks with findings indicating a positive impact to yielding compliance.
- Expansion of SLOWS (speed trailer) program and initiation of Residential Sandwich Board and Community Speed Watch programs

Strategy 4: Safer Transit Strategy

- Implementation of the Bus Rapid Transit system with improved connections for people walking to stations
- Activities of the At-Grade LRT Crossing Committee, resulted in implementation of cost-effective measures to improve safety at identified locations
- Development of training programs for transit operators and safety and suicide awareness programs (operator training, education/awareness campaign for public).

Strategy 5: Transportation Network Screening Strategy

- Annual Left Turn Across Path Collision Review identifying locations requiring improvements
- Various network screening analysis of collisions including pedestrian, roundabout, right angle, rear end, right turn, and snow and ice, among others.

Strategy 6: Road Safety Audit Strategy

- Finalization of Road Safety Review Guidelines, including Road Safety Audits (RSA) for City Projects
- Completion of numerous formal RSAs including: Trans-Canada/Bowfort Road, Trans-Canada/Sarcee Trail, Shaganappi Trail/Stoney Trail and Glenmore Trail/Ogden Road interchanges, Southwest BRT, 17 Avenue SE Transitway and Stoney Trail and Sarcee Trail interchange upgrades.
- Pre-opening RSAs for Crowchild Trail/Flanders Avenue and Macleod Trail/162 Avenue interchanges.

Strategy 7: In-Service Road Safety Review Strategy

- Finalization of Road Safety Review Guidelines, including In-Service Road Safety Reviews (ISRSR) for City Projects
- Completion of In-Service Road Safety Reviews at numerous high collisions intersections and corridors, along the cycle track network, and Video Based Conflict Analysis studies.
- Coordination and implementation of cost effective measures identified through the ISRSR and Collision Review processes to improve safety under the Safety Improvements Capital Program and as part of other projects, for example:
 - Macleod Trail and Southland Drive SW
 - Country Hills Boulevard and Harvest Hills Boulevard NW
 - Macleod Trail and Shawville Boulevard SW
 - 52 Street and McKnight Boulevard NE
- Evaluated the effect of changes and developed Project Sheets summarizing the findings at select locations (Appendix A)

Strategy 8: Public Response Strategy

- Response to Service Requests through 311 with a significant reduction of outstanding Service Requests from 145 to 20
- Completion of over 150 Collision Reviews and Safety Assessments based on concerns raised by members of the public or Administration
- Ongoing support for other groups regarding traffic safety related issues
- Creation of calgary.ca/trafficsafety webpage for dissemination of traffic safety related information to the public

Strategy 9: Public Education and Communication Strategy

- Awareness campaigns regarding pedestrian safety, back to school, Look Out for Each Other, Don't RIP etc.
- Expansion and coordination of the SLOWS Trailer (mobile) program and deployment of iSLOWS (pole mounted) signs.
- Implementation and support of community communication and education programs such as Residential Area sandwich boards

Strategy 10: Targeted Enforcement Support Strategy

- Implementation of the Community Speed Watch, a volunteer-lead speed awareness program, in partnership with Calgary Police
- Ongoing support for "Report Impaired Driving" signage.
- Participation in CPS Collision Reconstruction review meetings and sharing of data/analysis of collisions



Strategy 11: Safety Research and Innovation Strategy

- Initiation of the Safer Mobility Research Team.
- Trials of innovative countermeasures such as Leading Pedestrian Interval at signalized intersections, Traffic Calming Curbs, reflective sleeves at crosswalks, crosswalk lighting enhancements at traffic signals and pedestrian corridors, LRT crossing improvements for pedestrians, among others.
- Traffic safety knowledge exchange with the City of Edmonton and Alberta Transportation.
- Active participation on TAC committees guiding projects to develop application guidance for the Safety Impacts of Bicycle Infrastructure, Right Turn Arrows and to investigate the use of reflective material on sign posts and fluorescent-yellow green crosswalk signs.
- Application of video based conflict analysis for proactive evaluation of pedestrian related safety countermeasures measures.
- Formal evaluation of previously implemented engineering measures

Lessons Learned

While progress has been made in all strategies of the Safer Mobility Plan 2013-2017, various situations encountered resulted in the following lessons learned:

1. Coordinated public engagement is very valuable as it reduces the need for reactive interaction regarding site-specific issues and offers an opportunity for larger scale education and dialogue to improve public understanding of traffic safety concepts and build trust.
2. An evidence-based approach with a focus on evaluation and objective quantification of impacts allows us to better understand the successes and learnings. This is vital to justification of future investment, merging perceptions, and building trust.
3. External and cross-departmental partnerships and collaboration are fundamental to effective and efficient implementation of strategies, improvements, and initiatives.

4. Actions Planned for 2019

The Traffic Safety Strategy of the Safer Mobility Plan 2019-2023 is centered on building momentum achieved in the previous version of the plan and focuses on the five E's of Engagement, Engineering, Education, Enforcement, and Evaluation (and Innovation). This section highlights actions planned for 2019 aimed at accelerated implementation of traffic safety initiatives associated with the increased funding.

Engagement

- Monitor traffic safety and share findings through SMP Annual Report 2019
- Review and action citizen feedback received at Ward Safety Meetings and develop the strategy for the next round of meetings
- Responding to public enquiries through 311 and develop information pages to enable response at the time of call
- Monitor the traffic safety related results of the Roads Annual Survey to track trends in public perception and satisfaction

Engineering

To fully understand the risk factors associated with the occurrence and location of high severity collisions and guide the investment in areas of highest potential for improvement, a detailed review will be conducted to identify underlying contributing factors and evidence-based strategies to reduce the risk. All identified potential improvements will be evaluated with ones with most promise deployed at appropriate locations.

Pedestrian Safety Improvements: Countermeasures with proven pedestrian safety benefits including roadway geometry improvements and operational improvements will be implemented at high risk locations. These include but are not limited to:

- RRFBs – Up to 30 per year at high risk locations
- LRT corridor pedestrian improvements (i.e. 36 Street NE)
- Side-mounted flashers for pedestrian corridors
- Pedestrian median refuges along high collision location risk cross-sections (e.g. 3 AV & 34 ST NW)

- Conversion of high collision pedestrian corridors to signalized crosswalks
- Left turn improvements at signalized intersections
- Traffic Calming curb treatments, curb extensions, road diets, reduced speeds (where appropriate)
- Lighting improvements

The activities will also incorporate continued implementation of pedestrian safety related actions in Step *FORWARD* pedestrian strategy.

Intersection Safety Improvements: Countermeasures with proven intersection safety benefits will be implemented at locations with higher than expected risk of major injury or fatality rear end, right angle, and left turn across path collisions. Some measures that will be considered include:

- Advanced Warning Flashers
- High friction surface treatment
- More appropriate speeds
- Right turn geometric improvements
- Traffic Calming curbs
- Turn bay extensions
- Left turn and signal phasing improvements

We will prioritize the recommendations identified in previous studies (i.e. ISRSRs, Collision Reviews and Safety Assessments, Video Based Conflict Analysis, network screening studies, etc.) along with other improvements with high potential for reduction of high severity collisions. Additional ISRSRs and Road Safety Audits may be undertaken as required.

High Speed Road Environments: High speed roadway environments must be designed to minimize the severity of a collision if one occurs. Objects on the road or median side must be eliminated, designed to absorb energy when struck, or protected by the least rigid system available and feasible for application. Some tools that will be considered include:

- Network review for identified safety issues or design elements with increased risk of high severity collisions (i.e. struck object and run off road collisions and roadside improvements)
- Review of traffic collision/incident management practices and reduction of secondary collisions, renewal of 'Take It Off the Road' campaign.

Education

- Continue incorporating educational components into annual Traffic Safety Meetings, focused on the release of Safer Mobility Plan 2019-2023, Vision Zero, and results of evaluations, and communicate results of evaluations on the Calgary.ca/safety webpage
- Identify and create an educational campaign around blind spots – common errors that road users make and strategies to change the related habits
- Create online content to inform on new countermeasures (i.e. Traffic Calming Curbs) and provide answers to common questions
- Development of traffic safety factsheets, awareness of traffic safety initiatives (including Vision Zero) to the public.

Enforcement

- Ongoing support of Calgary Police Service deployment of high-visibility targeted enforcement
- Continuous coordination and cooperation in the delivery of community improvements and initiatives
- Coordinate deployment of speed trailers with speed enforcement activities

Evaluation and Innovation

- Investigate the reduction of operating speeds moving towards reduced speed limits consistent with the Safer Systems Approach
- Evaluate the safety performance of Rectangular Rapid Flashing Beacons (RRFBs) and other countermeasures
- Evaluate safety performance of various elements of the roadway environment to better understand their impact on safety
- Work with the Calgary Police Service and the Provincial Government to move toward an open data model for collision data which is currently not publicly available

Appendix A

Project Evaluation Sheets



City of Calgary

Traffic Safety Improvements

McKnight Boulevard NE and 68 Street NE

Project Details

Date:

May 2017

Changes Implemented:

- Left turn protected only signal phasing in all directions

Cost:

< \$10,000

Collision Stats



100%

Reduction of
**left turn across
path collisions**



73%

Reduction of
injury collisions

Collision Cost to Society



Before \$2,853,599

After \$1,352,362

Savings \$1,501,237

53%

Reduction in
**collision cost
to society**

>500:1

Benefit
Cost
Ratio





City of Calgary

Traffic Safety Improvements

Erin Woods Community Project

Project Details

Date:

September 2016

Changes Implemented:

- Traffic Calming Curbs
- Bike lanes
- Re-designation of Playground Zone

Cost:

\$110,000

Compliance Stats

After Study Location:

Erin Dale Crescent SE and Erin Woods Boulevard SE (East Intersection)



52%
Increase in
yielding compliance



14%
Increase in
speed compliance

Collision Stats



100%
Reduction of
vulnerable road
user collisions



75%
Reduction of
casualty collisions



36%
Reduction of
total collisions





City of Calgary

Traffic Safety Improvements

Shawnessy Boulevard SW and Shawville Boulevard SE

Project Details

Date:

September 2016

Changes Implemented:

- Southbound lane revisions
- Southbound dual signalized right turns
- North/south split signal phasing

Cost:

\$100,000

Collision Cost to Society

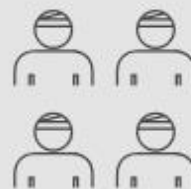


Before	\$761,600
After	\$53,600
Savings	\$708,000

93% Reduction in
collision cost
to society

70:1 Benefit
Cost Ratio 

Southbound Approach Collision Stats



100%
Reduction of
injury collisions



88%
Reduction of
total
southbound
collisions





City of Calgary

Traffic Safety Improvements

Macleod Trail SE and Southland Drive SE

Project Details

Date:

July 2015 - January 2016

Changes Implemented:

- Southbound left turn protected only signal phasing
- Southbound left turn restriction during AM peak period
- High entry angle right turns

Cost:

\$430,000

Collision Cost to Society

\$	Before	\$1,903,019
	After	\$1,089,108
	Savings	\$813,911

43% Reduction in collision cost to society

Collision Stats



80%

Reduction of left turn across path collisions



67%

Reduction of injury collisions



6%

Reduction of total intersection collisions

19:1

Benefit Cost Ratio





City of Calgary

Traffic Safety Improvements

Country Hills Boulevard and Harvest Hills Boulevard N

Project Details

Date:

June 2016

Changes Implemented:

- Dual northbound left turning lanes
- Dual southbound left turning lanes

Cost:

\$100,000

Collision Cost to Society



Before \$2,124,078

After \$1,239,842

Savings \$884,236

42% Reduction in
collision cost
to society

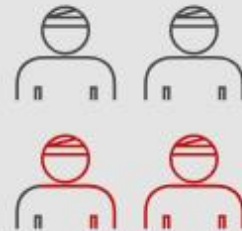
88:1 Benefit
Cost
Ratio

Collision Stats



86%

Reduction of
left turn across
path collisions



57%

Reduction of
injury collisions



50%

Reduction of
right angle
collisions



15%

Reduction of
total
intersection
collisions



City of Calgary

Traffic Safety Improvements

Blackfoot Trail SE and Southland Drive SE

Project Details

Date:

October 2016

Changes Implemented:

- Southbound dual signalized right turn
- Westbound left turn protected only signal phasing
- Eastbound dual left turn
- Pedestrian recall enabled for north crosswalk in east/west directions

Cost:

\$ 280,000

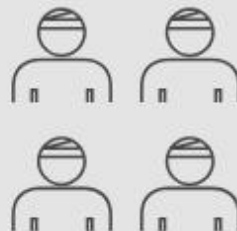
Collision Cost to Society



Before	\$474,229
After	\$126,585
Savings	\$347,644

73% Reduction in collision cost to society

Southbound Approach Collision Stats



100%

Reduction of injury collisions



55%

Reduction of total intersection collisions



77%

Reduction of right turn collisions

12:1

Benefit Cost Ratio





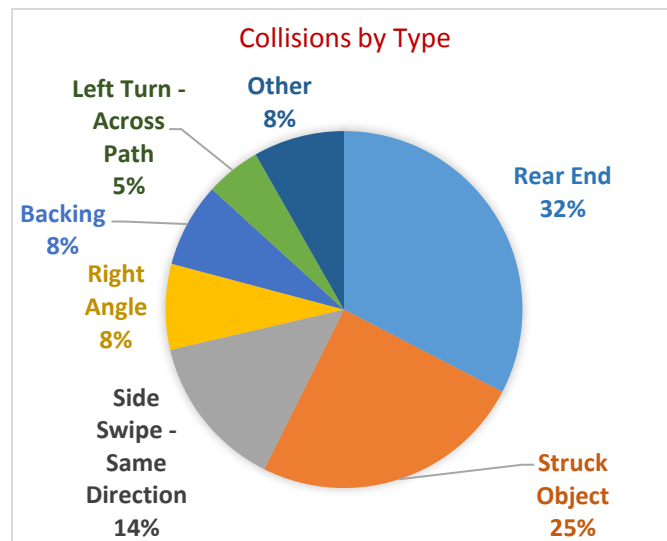
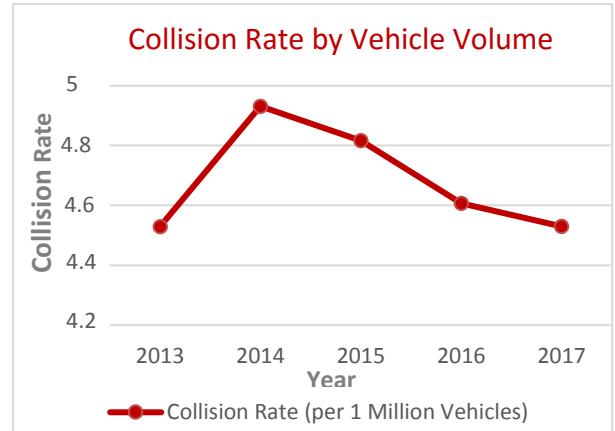
2017 Traffic Collision Summary

Transportation Data and Forecasting

The total number of collisions in Calgary increased by 6% in 2017 compared to 2016. While the number of property damage and injury collisions both show increases, fatal collisions decreased from 26 in 2016 to 11 in 2017. Collision rates per population and registered vehicles increased, though rates by traffic volume decreased when compared with 2016. The collision rate by vehicle volume dropped from a five year high of 4.9 in 2014 to 4.5 collisions per million vehicles in 2017.

The number of pedestrian collisions decreased by 4% in 2017 from 431 to 415. Additionally, the number of bicyclist collisions dropped by 23% from 287 in 2016 to 221 in 2017. The number of motorcyclist collisions decreased significantly by 46% in 2017 and the motorcyclist collision rate per capita decreased 22%.

Despite a sharp decrease in reported collisions at 249 total reported collisions in 2017, Deerfoot TR NE at Memorial DR E remains the intersection with the highest number of reported collisions in Calgary, but its collision rate of 2.74 does not include it in the Top 20 list of high rate locations. In contrast, 48 ST SE at 23 AV SE is the



highest collision rate location at 6.01 collisions per million entering vehicles, with 5 reported collisions in 2017.

Rear End, Struck Object and Side Swipe collisions accounted for nearly three quarters of all reported collisions in Calgary in 2017.

Data Sources

Data used in the 2017 Annual Traffic Collision Summary was exported on May 7th, 2018 from The City of Calgary's eCollisions Traffic Collision database. This database is supplied with collision records from the Calgary Police Service (CPS) via Alberta Transportation's eCollisions Traffic Collision

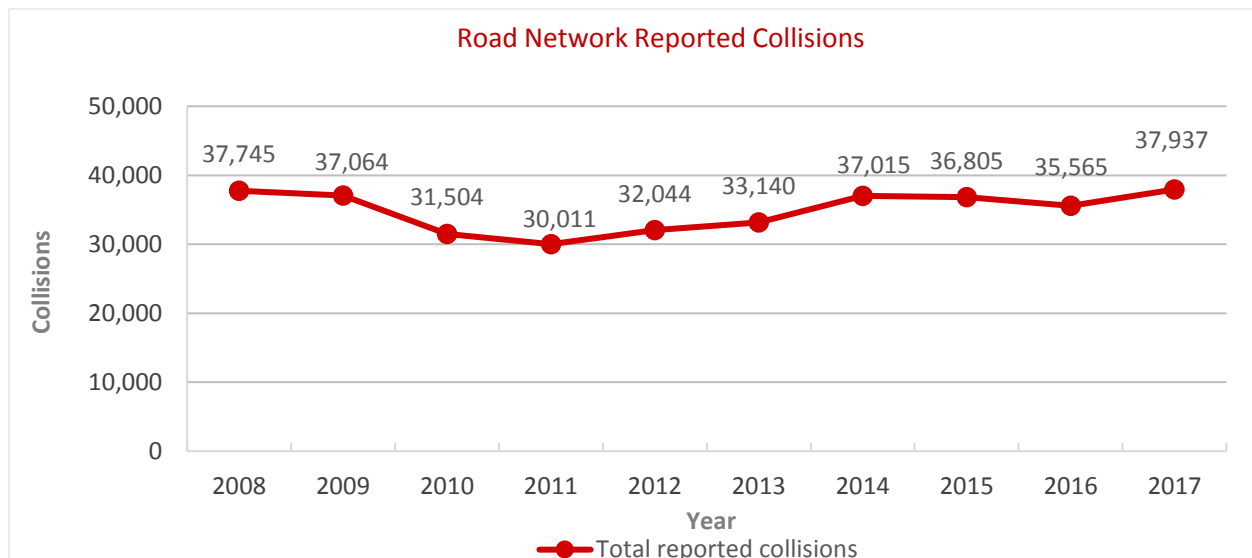
Database. Data represented in this summary are accurate up to May 7th, 2018.

The 2017 Annual Traffic Collision Summary consists of summary statistics associated with motor vehicle collisions within the city limits of Calgary. These summary statistics are used to perform road safety reviews, determine road safety audit locations, and monitor countermeasure and infrastructure performance. Collision data for non-engineering purposes may be acquired by contacting the Calgary Police Service.

Transportation Planning, and Transportation Data and Forecasting releases this annual summary in good faith, however, the City of Calgary provides no warranty, nor accepts any liability arising from any incorrect, incomplete, or misleading information or the improper use of this report.

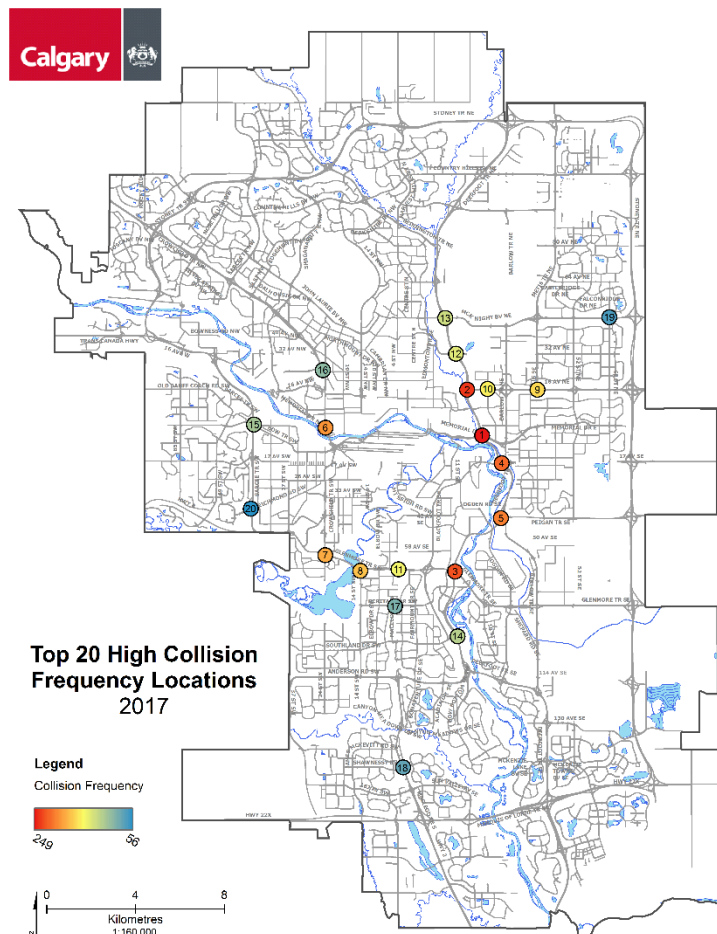
Quick Statistics

Statistic	2016	2017	% Change
Total City-wide Collisions	43,369	46,021	6%
Total Road Network Collisions	35,565	37,937	7%
Fatal Collisions	26	11	-58%
Injury Collisions	2,430	2,646	9%
Property Damage Only Collisions	33,098	35,280	7%
Motor Vehicle Collisions <i>per capita</i> (1,000 pop.)	29	30	3%
City Population	1,235,171	1,246,337	1%
Motor Vehicle Collisions per 1,000 Registered Vehicles	35	38	9%
Registered Vehicles in Calgary	1,007,399	990,144	-2%
Motor Vehicle Collisions per Vehicle Volume (1m vehicles)	4.61	4.53	-2%
Intersection Collisions	22,942	22,501	-2%
Non-Intersection Collisions	12,623	15,463	22%
Pedestrian Collisions	431	415	-4%
Pedestrian Fatal Collisions	10	2	-80%
Pedestrian Injury Collisions	356	341	-4%
Pedestrian Collision Rate <i>per capita</i> (100,000 pop.)	35	33	-6%
Bicyclist Collisions	287	221	-23%
Bicyclist Fatal Collision	0	0	0%
Bicyclist Injury Collisions	179	146	-18%
Bicyclist Collision Rate <i>per capita</i> (100,000 pop.)	23	18	-22%
Motorcyclist Collisions	215	116	-46%
Motorcyclist Fatal Collisions	5	2	-60%
Motorcyclist Injury Collisions	126	67	-47%
Motorcyclist Collision Rate <i>per capita</i> (100,000 pop.)	17	9	-47%



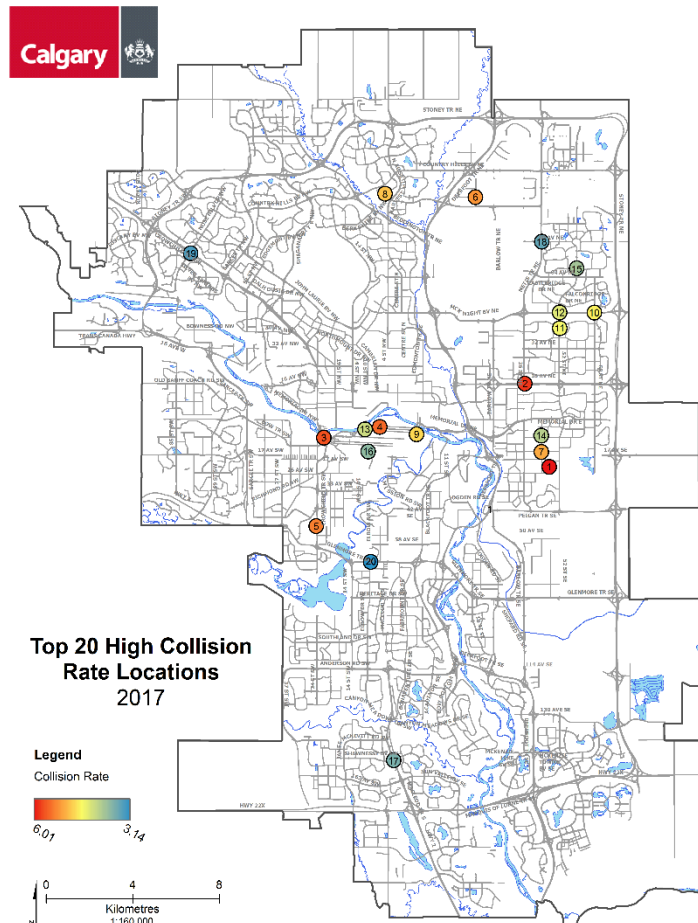
Top 20 Locations by Frequency

Rank	Intersection	Collisions	Daily Volume	Rate (MEV)
1	DEERFOOT TR SE & MEMORIAL DR NE	249	249,000	2.74
2	DEERFOOT TR NE & 16 AV NE	233	223,000	2.86
3	GLENMORE TR SE & DEERFOOT TR SE	175	194,500	2.46
4	DEERFOOT TR SE & 17 AV SE	132	200,000	1.80
5	PEIGAN TR SE & DEERFOOT TR SE	124	156,500	2.17
6	KENSINGTON RD NW & CROWCHILD TR NW	94	93,000	2.77
7	GLENMORE TR SW & CROWCHILD TR SW	94	167,500	1.54
8	GLENMORE TR SW & 14 ST SW	94	171,000	1.50
9	36 ST NE & 16 AV NE	91	41,500	5.96
10	19 ST NE & 16 AV NE	80	91,000	2.40
11	MACLEOD TR SE & GLENMORE TR SE	80	169,000	1.29
12	DEERFOOT TR NE & 32 AV NE	77	189,500	1.11
13	DEERFOOT TR NE & MCKNIGHT BV NE	74	193,000	1.05
14	DEERFOOT TR SE & SOUTHLAND DR SE	73	151,500	1.32
15	BOW TR SW & SARCEE TR SW	72	84,000	2.35
16	24 AV NW & CROWCHILD TR NW	70	88,500	2.16
17	HERITAGE DR SW & MACLEOD TR S	61	71,500	2.34
18	MACLEOD TR S & SHAWNESSY BV SW	57	48,500	3.22
19	68 ST NE & MCKNIGHT BV NE	57	48,500	3.20
20	SARCEE TR SW & RICHMOND RD SW	56	55,500	2.76



Top 20 Locations by Rate

Rank	Intersection	Rate (MEV)	Daily Volume	Collisions
1	48 ST SE & 23 AV SE	6.01	2,000	5
2	36 ST NE & 16 AV NE	5.96	41,500	91
3	BOW TR SW & 10 AV SW	5.57	13,500	28
4	6 AV SW & 4 ST SW	5.25	26,000	50
5	CROWCHILD TR SW & MOUNT ROYAL GA SW	4.47	23,000	38
6	100 AV NE & 19 ST NE	4.42	3,000	5
7	44 ST SE & 16 AV SE	4.27	9,500	15
8	COUNTRY HILLS RD NW & COUNTRY HILLS DR NW	4.24	11,000	17
9	7 AV SE & 4 ST SE	4.19	3,000	5
10	68 ST NE & MCKNIGHT BV NE	4.14	37,500	57
11	44 AV NE & 52 ST NE	3.99	32,000	47
12	52 ST NE & MCKNIGHT BV NE	3.75	54,500	75
13	10 ST SW & 4 AV SW	3.59	8,000	11
14	8 AV SE & 44 ST SE	3.55	16,000	21
15	FALCONRIDGE BV NE & MARTINDALE BV NE	3.44	23,000	29
16	9 ST SW & 15 AV SW	3.44	4,000	5
17	SHAWNESSY BV SE & MACLEOD TR S	3.22	48,500	57
18	80 AV NE & METIS TR NE	3.19	42,500	50
19	CROWFOOT WY NW & NOSE HILL DR NW	3.14	42,500	49
20	ELBOW DR SW & GLENMORE TR SW	3.10	40,500	46



Safer Mobility Plan *2019 – 2023*

November 27, 2018



*...Mobility free of major injuries
and fatalities*





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Introduction

City of Calgary strives to continuously improve safety for all users of the transportation network. In the recent years, great strides have been made to improve Calgary's traffic safety record by raising the profile and public awareness of traffic safety, working closely with our partners, and identifying innovative and cost-effective improvements. Over 500 collisions resulting in life altering injuries and deaths continue to occur every year, but this number has seen a downward trend since 2015.

Safer Mobility Plan 2019-2023 continues the path set by the 2013-2017 plan and builds on its momentum. It promotes continuous coordination among the 5 Es of transportation safety (Engagement, Engineering, Education, Enforcement, Evaluation) and the implementation of the Safe Systems Approach. Based on evidence-based approaches and best practices, this plan aims to improve road safety to the outlined targets over the next five years, bringing us closer towards the vision of a transportation network free of fatalities and major injuries.



“Make it home...”

OUR VISION:

Mobility free of
major injuries
and fatalities



Guiding Principles

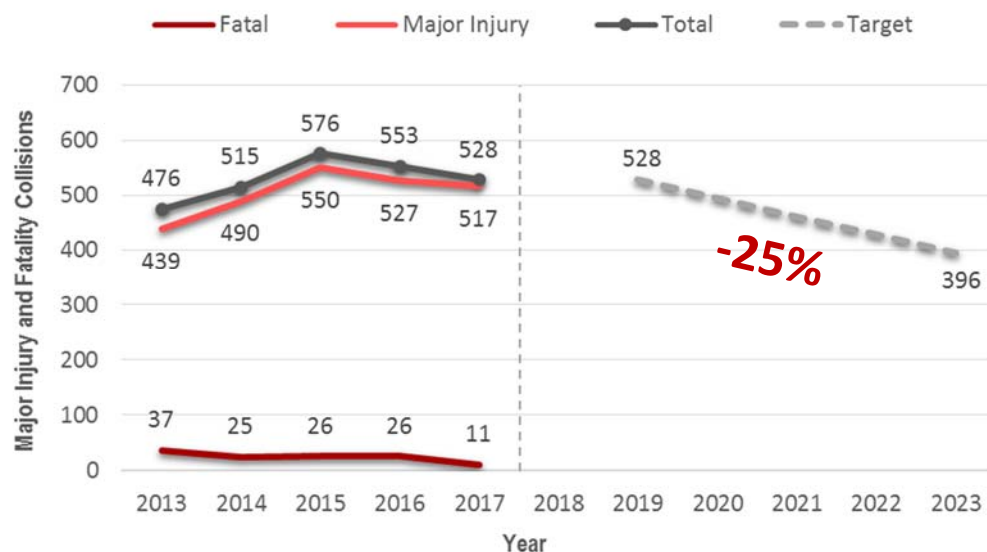
Local	Made-in-Calgary safety management process, supported by best practices and research
Safer Systems Approach	The tolerance of human body to external physical forces is limited Acceptance of human error as inevitable and focus on reducing or eliminating the resulting risk <ul style="list-style-type: none"><i>We all make mistakes and need to acknowledge the limits of our capabilities</i> Looking beyond existing standards and removing barriers to planning and designing a sustainable and inherently-safe mobility for all road users
Evidence-Based	Integration of new technologies including artificial intelligence and predictive analytics for prevention of traffic-related collisions Identify opportunities with the highest potential for positive change Evaluate outcomes to build on our knowledge of local factors and guide future investment
Partnerships	Build strong partnerships with internal and external stakeholders and agencies who have a vital role in determining and influencing the safe mobility
Cost Savings	Traffic Safety Management is a core service and provides a high return on investment and significant collision reduction savings for the citizens of Calgary



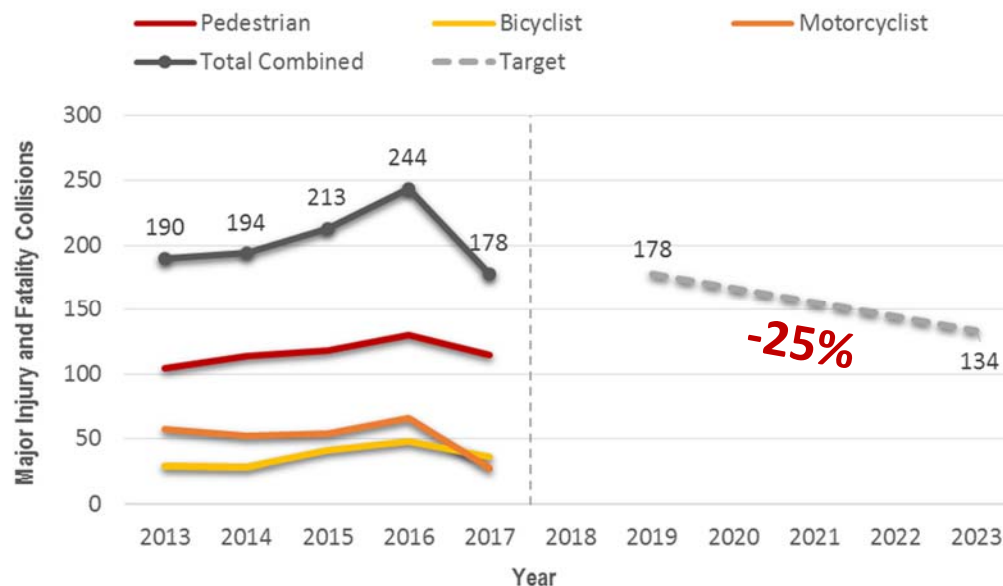
Since 2015, major injury and fatality collisions have been reduced by 8%, estimated at \$111 M in societal savings.

Targets for 2019-2023

Target #1: Major Injury and Fatality Collision Target



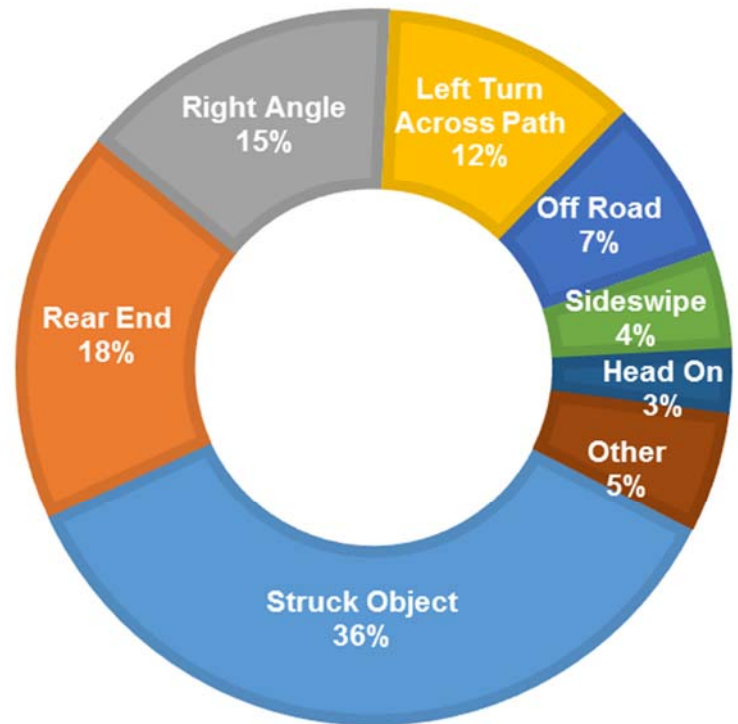
Target #2: Vulnerable Road User Collision Target



Focus Areas

Based on Calgary-specific collision data, our focus areas, based on top high severity collision types, include:

- Struck object, approximately two thirds of the struck object collisions involved pedestrians.
- Rear end, right angle, and left turn across path collisions.



Traffic Safety Strategy

The traffic safety strategy is centered around building on the momentum achieved in the Safer Mobility Plan 2013-2017 and making further meaningful and lasting change to traffic safety performance of our transportation network.

Engagement

In line with the City of Calgary's commitment to excellence in customer service, the engagement of stakeholders and the public in the safety management process is central to building trust and achieving an effective dialogue on important issues. These important lines of communication not only allow for identifying and addressing emerging safety issues on our network, but also present an opportunity for transparent knowledge sharing and education.

- Take action on citizen feedback received at Ward Traffic Safety Meetings
- Responding to public enquiries through 311
- Monitor the traffic safety related results of Roads Annual Survey



Engineering

Strategic changes to the transportation system have been shown to have a high potential of preventing collisions and reducing their severity. This will be achieved through the continuous use of network screening, in-service road safety reviews, and road safety audits to identify a range of safety improvements, with the most cost-effective and feasible projects selected for implementation. The implementation of a Safe System means looking beyond standards to plan, design, and implement a sustainable and inherently-safer transportation system for all users.

- Implementation of evidence-based and cost-effective countermeasures to reduce collisions for all users
- In-Service Road Safety Reviews
- Road Safety Audits
- Data collection and management
- Network screening to identify optimal locations for specific solutions



Education

Public education and communication is essential to raising awareness of road safety issues, informing public attitudes, and promoting safe behaviours, with the ultimate goal of reducing the frequency and severity of collisions. However, learning is a complex process involving attention, memory, and emotions, requiring a rich repertoire of approaches to motivate learners to drive change. As so many of the actions and behaviours on our roadways are a matter of habit, we must make every effort for the education to result in habit change.

- Continue incorporating educational components into annual Traffic Safety Meetings
- Communicate results of evaluations to share successes, lessons learned, and reconcile perception with fact
- Identify blind spots – common errors that road users make and strategies to change the related habits
- Create online content to inform on new countermeasures (e.g. Traffic Calming Curbs) and provide answers to common questions





Enforcement

In the recent years, Calgary Police Service and the City of Calgary have strengthened their relationship through joint delivery of several of successful initiatives including Ward Traffic Safety Meetings and the activities of the Safer Mobility Operations Team. Ongoing partnership and cooperation are instrumental in achieving maximum impact campaigns and initiatives to achieve our traffic safety targets.

- Ongoing support of Calgary Police Service deployment of high-visibility targeted enforcement
- Continuous coordination and cooperation in the delivery of community improvements and initiatives
- Coordinate deployment of speed trailers with speed enforcement activities

Evaluation and Innovation

Evaluation is a key component of traffic safety, which enables evidence-based assessment of the effectiveness of improvements and strategies. The process not only helps guide future investment, but also provides a venue for the implementation of new and innovative solutions and learning. Due to the ongoing commitment to traffic safety and the focus on learning and innovation, Calgary has built a reputation as a progressive organization on the forefront to the state-of-practice in this field.

- Investigate the reduction of operating speeds moving towards reduced speed limits consistent with the Safer Systems Approach
- Evaluate the safety performance of Rectangular Rapid Flashing Beacons (RRFBs) and other innovative countermeasures
- Evaluate safety performance of various elements of the roadway environment to better understand their impact on safety
- Research emerging best practices in roadway design and operations to identify opportunities for improvement

For more information please visit [Calgary.ca/trafficsafety](https://calgary.ca/trafficsafety)



City Manager's Office Report to
Regular Meeting of Council
2018 December 17

ISC: UNRESTRICTED
C2018-1440

Leadership Strategic Plan 2018 Progress Report

EXECUTIVE SUMMARY

The Leadership Strategic Plan: Contract with Council (LSP) was designed to place intentional focus on supporting the Council priority of a well-run city and place organizational emphasis on being as efficient and effective as possible. Progress on the LSP has been reported in the Mid-Year and Year End accountability reports since 2015. Significant progress has continued to be made on the actions listed in the LSP since Council last received a stand alone progress report in March 2017. This progress is detailed in the attached Leadership Strategic Plan 2018 Progress Report (ATTACHMENT 4).

Administration's Commitments (ATTACHMENT 5) have been outlined in the One Calgary 2019-2022 Service Plans and Budgets. These commitments summarize Administration's response to Council's direction and are intended to provide high-level strategic guidance to the organization for the four-year term. A revised version of the LSP will be brought forward to Council in Q1 2019 after the 28 January 2019 Strategic Session of Council where Council will determine its investment objectives. This will allow the City Manager an opportunity to refine the LSP to reflect any additional Council priorities that arise from these strategic discussions.

ADMINISTRATION RECOMMENDATION:

That Council:

Receive this report and its attachments for information.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2014 September 15, Council approved the City Manager's Leadership Strategic Plan: Contract with Council (C2014-0703), which outlined five focus areas: (1) Establish a cooperative and meaningful relationship with Council, (2) Cohesive leadership culture and collaborative workforce, (3) Better serve our citizens, communities and customers, (4) Focus immediate and collective attention on planning and building a great city, and (5) Strengthen the Corporation's financial position.

On 2014 November 24, Council approved Action Plan 2015-2018, as amended (C2014-0863). The Action Plan process included significant public engagement and the approval of Council Priorities and Strategic Actions to guide the development of the plans and budgets.

On 2017 March 20, Council received a report from the City Manager on Organizational Efficiency – Intentional Management (PFC2017-0234). This report and its attachments highlighted many of Administration's achievements towards organizational efficiency and savings since 2015, and provided a progress update on the Leadership Strategic Plan.

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

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

City Manager's Office Report to
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C2018-1440

Leadership Strategic Plan 2018 Progress Report

On 2018 September 04, Council received the Final Accountability Report for Action Plan (PFC2018-0988). This report informed Council of Administration's achievement of Action Plan 2015-2018 commitments during the first half of the year 2018 and included a summary of progress on the Council Priorities and the Leadership Strategic Plan.

On 2018 November 30, Council approved the One Calgary 2019-2022 Service Plans and Budgets as amended.

BACKGROUND

The Leadership Strategic Plan: Contract with Council (LSP) was designed to place intentional focus on supporting the Council priority of a well-run city and place organizational emphasis on being as efficient and effective as possible (ATTACHMENT 1). The LSP is further enhanced by the strategic Road Map to guide the organization towards cost efficiency through three distinct stages (ATTACHMENT 2). Through the LSP, The City has adopted a standard Performance Management System that includes service review and improvement, service plans and budgets, performance measurement and accountability, integrated risk management, and individual performance development (ATTACHMENT 3). As part of this system, the Results Based Accountability (RBA) Framework supports better serving citizens, communities and customers by starting from the desired results to determine actions, making evidence-based decisions and embracing continuous improvement.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Leadership Strategic Plan 2018 Progress Report

Progress on the LSP has been reported in the Mid-Year and Year End accountability reports since 2015. Significant progress has continued to be made on the actions listed in the LSP since Council last received a stand alone progress report on the LSP in March 2017. This progress is detailed in the attached Leadership Strategic Plan 2018 Progress Report (ATTACHMENT 4). The information in the attachment is organized as follows:

1. High level recent accomplishments.
2. Headline performance measures to show how we are doing, including baseline information and forecast.
3. The story behind the numbers, which describes the conditions, causes and forces at work that help explain current and expected performance.
4. What we propose to do, to highlight initiatives planned or currently underway to advance success.

What's Next: Administration's Commitments and a new Leadership Strategic Plan

Administration's Commitments (ATTACHMENT 5) have been outlined in the One Calgary 2019-2022 Service Plans and Budgets. These commitments summarize Administration's response to Council's direction and are intended to provide high-level strategic guidance to the organization for the four-year term. These commitments are:

- Sustain a cooperative and meaningful relationship with Council
- Foster a safe and respectful workplace for all employees
- Continue to promote a progressive public service culture through One City, One Voice

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Leadership Strategic Plan 2018 Progress Report

- Focus attention on planning and building a resilient city, including flood mitigation and climate change
- Enhance service to our customers and communities, including citizens and businesses
- Further strengthen the Corporation's financial position

A revised version of the LSP will be brought forward to Council in Q1 2019 after the 28 January 2019 Strategic Session of Council where Council will determine its investment objectives. This will allow the City Manager an opportunity to refine the LSP to reflect any additional Council priorities that arise from these strategic discussions.

Stakeholder Engagement, Research and Communication

The City of Calgary is working to address the needs of Calgarians in light of economic changes in the community. The City has conducted, and continues to conduct, research about the needs and changing priorities of Calgarians, gauging perceptions on quality of life, the economy and infrastructure investments. Findings indicate that citizen perceptions of quality of life and the economy remain strong and satisfaction with City programs and services remain high overall.

Strategic Alignment

This report and its attachments align with the LSP, particularly the focus areas to better serve our citizens, communities and customers, and strengthen the Corporation's financial position (ATTACHMENT 1), and stage three of Administration's strategic Road Map to address structural efficiency and strive for cost efficiency (ATTACHMENT 2). This report also further supports the Council priority of a well-run city and organizational values of individual responsibility and collective accountability. It aligns with Administration's Commitments as presented in the One Calgary 2019-2022 Service Plans and Budgets.

The detailed Leadership Strategic Plan 2018 Progress Report (ATTACHMENT 4) specifically addresses the LSP commitment to "focus on results by establishing timely and meaningful reporting of accomplishments to Council" and highlights the advancements towards achieving the five focus areas. In addition, this report shows progress towards the implementation of a Performance Management System (ATTACHMENT 3) with the inclusion of cross-departmental measures, accomplishments and actions that are being taken to continuously improve.

Social, Environmental, Economic (External)

The detailed Leadership Strategic Plan 2018 Progress Report (ATTACHMENT 4) has been developed with consideration of the social, environmental and economic environment to determine realistic performance measures and results that matter to Council and citizens. In Q1 2019, the LSP will be reviewed and revised to enable The City to continue to provide quality public services within changing social, environmental and economic conditions and plan for the future.

Financial Capacity

Current and Future Operating Budget:

There is no current or future operating budget impacts associated with this report or its attachments.

City Manager's Office Report to
Regular Meeting of Council
2018 December 17

ISC: UNRESTRICTED
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Leadership Strategic Plan 2018 Progress Report

Current and Future Capital Budget:

There is no current or future capital budget impacts associated with this report or its attachments.

Risk Assessment

The LSP and Administration's Commitments help to mitigate The City's 16 Principal Corporate Risks. More specifically, these documents focus on:

- **Capacity for change risk:** The LSP provides clear, strategic direction to the organization and outlines corporate priorities. This helps keep the organization in alignment with citizen priorities and Council's directives, and ensures leadership and employees are focused on meeting the needs of Calgarians.
- **Financial risk:** The LSP outlines strategies and initiatives that are focused on strengthening the Corporation's financial position.
- **Reputation risk:** The foundation of the LSP and Administration's Commitments is the accountability triangle, which describes the relationships between the community and Council, Council and Administration, and Administration and the community. Focusing on these relationships helps ensure the organization is able to respond to changing needs and expectations.

REASON(S) FOR RECOMMENDATION(S):

The Leadership Strategic Plan 2018 Progress Report demonstrates Administration's commitment to continuous improvement and ensuring Council, Administration and citizens are aware of accomplishments made on key initiatives, as well as the areas where more work is planned to make further progress.

ATTACHMENT(S)

1. Attachment 1 - Leadership Strategic Plan: Contract with Council (2014)
2. Attachment 2 - Road Map
3. Attachment 3 - Performance Management System
4. Attachment 4 - Leadership Strategic Plan 2018 Progress Report
5. Attachment 5 - Administration's Commitments 2019-2022

Leadership Strategic Plan: Contract With Council

Approved September 15, 2014

1. **Establish a cooperative and meaningful relationship with Council**
 - Build a shared strategic agenda focused on Council priorities, through the City's Action Plan
 - Focus on results by establishing timely and meaningful reporting of accomplishments
 - Develop a corporate calendar aligned to the term of Council, and a new strategic agenda management process
 - Improve Council/Administration communications
2. **Cohesive leadership culture and collaborative workforce**
 - Engage and focus administrative leadership on the shared strategic agenda (Action Plan)
 - Reinforce a leadership culture that champions a respectful workplace and a progressive public service organization
 - Create more opportunities for leadership development and recognition
 - Maintain a supportive workplace, and promote an engaged workplace culture founded on:
 - our future for The City as a great place to work
 - a mission based on a well-defined public service mandate
 - the values of responsible and accountable public service
 - good government and sound management practices, including reducing duplication and eliminating redundancies
 - a progressive partnership with all Unions
3. **Better serve our citizens, communities, and customers**
 - Implement a performance management system including:
 - performance measurement
 - zero-based review and improvement
 - service based business planning and budgeting
 - integrated risk management
 - individual performance evaluation
 - Provide a comprehensive strategy for citizen engagement and customer service delivery , including:
 - A philosophy of trust, communication, and participation
 - An overall 'Citizen First' orientation for municipal public services to meet citizen needs
 - Establish a 'One City' senior management mind set
4. **Focus immediate and collective attention on planning and building a great city**
 - Coordinate a Corporate approach to strategic planning and investment
 - Integrate all planning and development activities, including
 - All City master plans with a comprehensive Growth Management philosophy,
 - Alignment of municipal capital investment with strategic infrastructure requirements, in particular transportation and utilities
 - Work with all partners to build trust, and together address future growth related investment matters
5. **Strengthen the Corporation's financial position**
 - Update and implement The City's strategic financial plan that addresses immediate financial pressures, and meets longer term financial needs
 - Create an infrastructure investment strategy to fund essential infrastructure and close the current infrastructure gap, emphasizing return on municipal investment
 - Secure provincial commitment through City Charter negotiations and MGA review
 - Generate greater investment capital for infrastructure financing, and realign investment to current priorities
 - Rationalize City holdings by divesting of land
 - Redirect capital to align with The City's priorities

Road Map

C2018-1440
ISC: UNRESTRICTED

Stage One: Organizational Stability

- Step 1: Articulate the Leadership Vision
- Step 2: Concentrate on Priorities
- Step 3: Establish Goals
- Step 4: Set Specific Objectives, Measures and Targets

Stage Two: Organizational Effectiveness and Economy

- Step 5: Align with Strategic Direction
- Step 6: Clarify Accountability
- Step 7: Enhance Organizational Development
- Step 8: Enable Service Integration
- Step 9: Build Organizational Flexibility
- Step 10: Focus on Customer Needs and Citizen Engagement
- Step 11: Balance Scope and Scale of Departments

Stage 3: Organizational Efficiency

- Step 12: Address Structural Efficiency
- Step 13: Strive for Cost Efficiency

The City’s Performance Management System

If we aren’t moving forwards, we’re falling behind.

What is it?

The Performance Management System is a disciplined approach to continuous improvement designed to better serve our customers, communities and citizens.

Why do we need it?

In a dynamic and complex organization, it’s challenging to be consistent and effective. The City is charged with the responsibility of delivering a wide array of programs and services under the pressures of increasing service demands, competing priorities and limited funding, all within a changing environment.

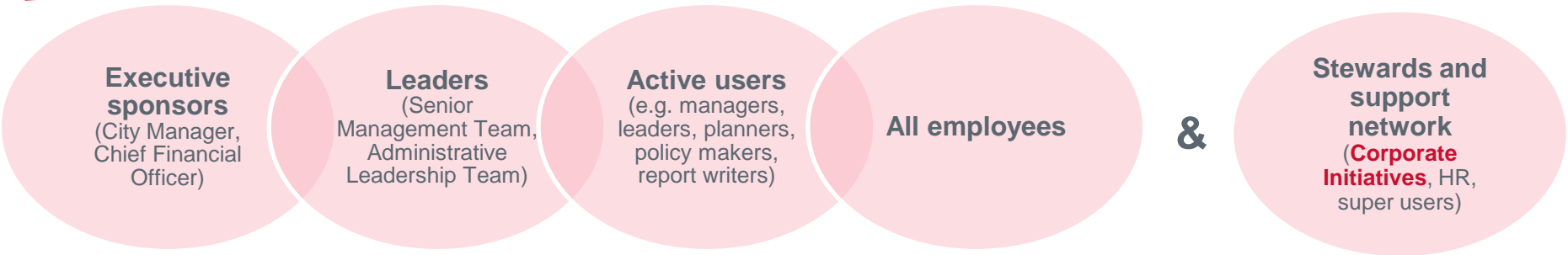
The Performance Management System provides tested methods and tools that allows us to manage our programs and services in a more consistent, effective and efficient way.

What are the benefits?

A successfully implemented Performance Management System can:

- ✓ Increase our citizen-focus
- ✓ Help us achieve better performance results
- ✓ Improve our decision-making
- ✓ Develop our organizational capacity
- ✓ Connect our work cross-corporately

Who is responsible?



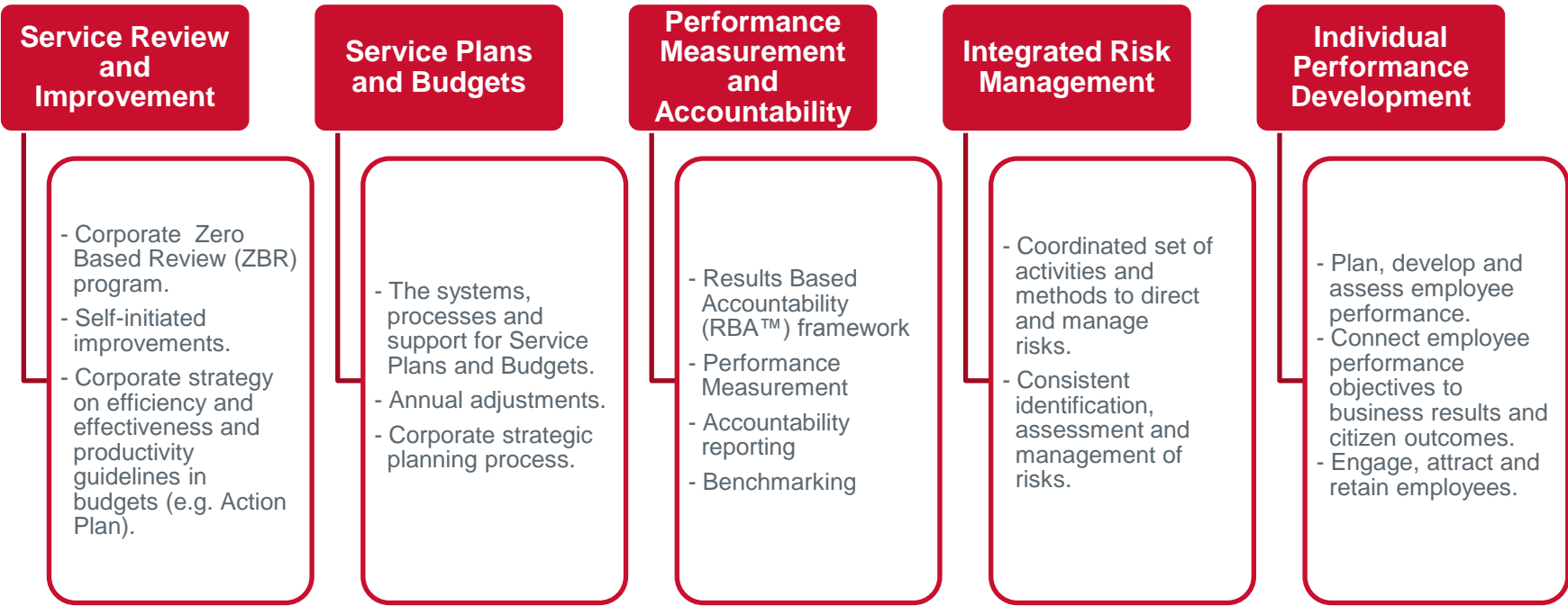
Value

- Clarifies role in supporting the organization to achieve objectives and provide services to citizens.
- Provides consistency in a complex and dynamic organization.
- Will increase the trust and confidence of Council and citizens in the organization.

What’s needed from them

- Communicate what the Performance Management System is and how it can be applied.
- Develop, enhance and continuously improve the tools within the system.
- Support active users in applying the tools.
- Continuously improve expert knowledge of the system tools.

What’s included in the system?



Note - Corporate Initiatives stewards all components above except Individual Performance Development, which is stewarded by HR. These components are aligned to the various other programs and systems within the organization.

Telling the Performance Management System story

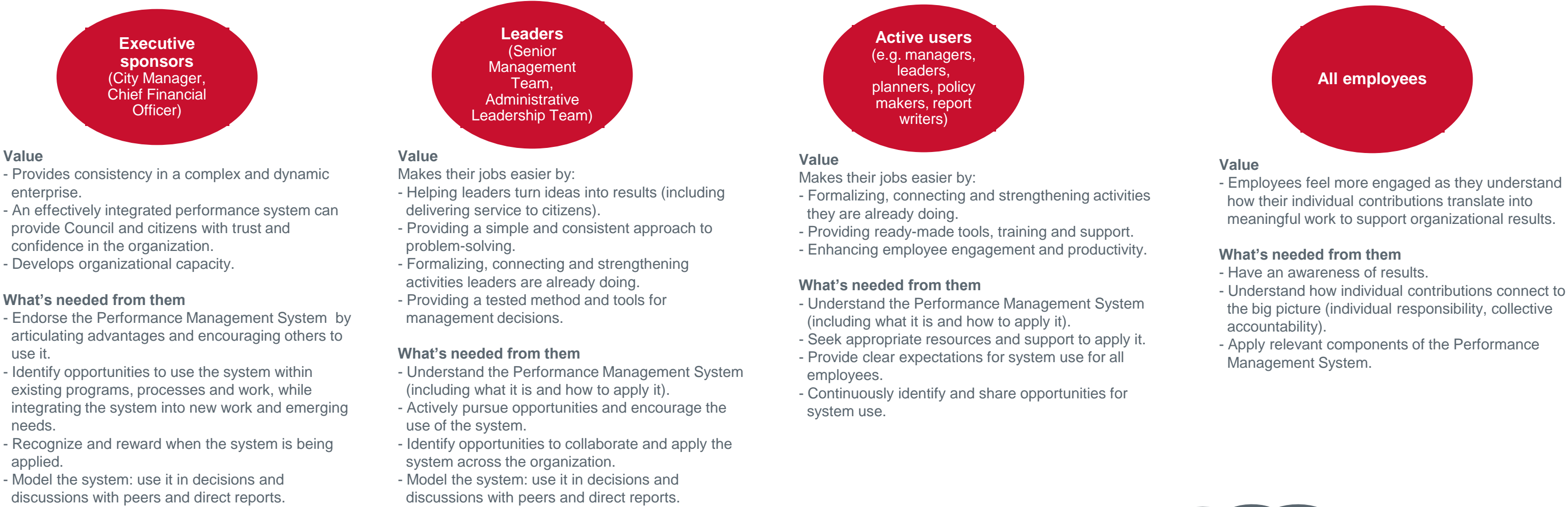


- The Performance Management System is part of the **DNA** of our organization.
- The system provides us with a disciplined approach to continuous improvement, and the strands of this approach are in all that we do.
- We move forward through continuous improvement, supporting the success of the programs and services that our citizens value most.
- The Performance Management System is designed to increase our organization’s capacity, enabling us to be as efficient and effective as possible with tax dollars.
- This efficiency and effectiveness supports us in achieving one of our organization’s major priorities – to better serve our customers, communities and citizens.

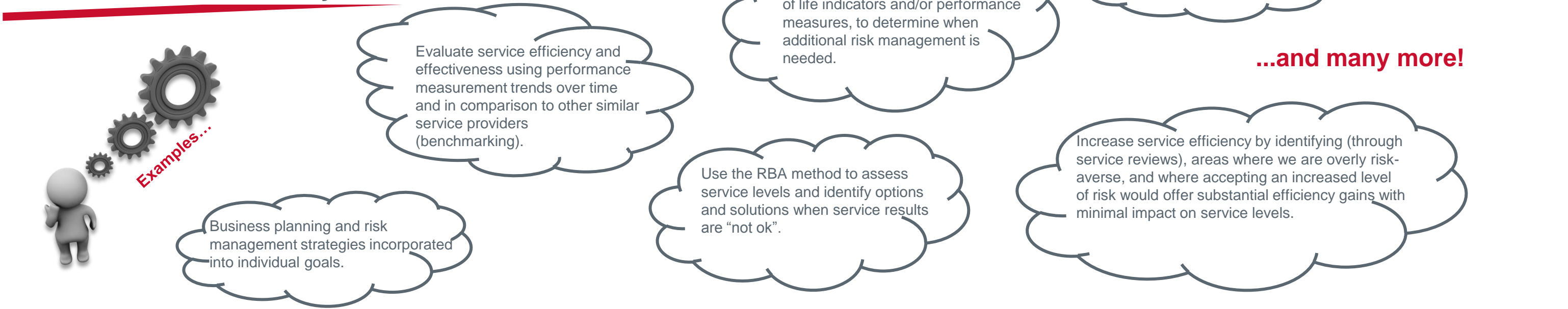
The City’s Performance Management System

If we aren’t moving forwards, we’re falling behind.

Roles and responsibilities



Connections within the system





Leadership Strategic Plan

2018 Progress Report

C2018-1440
Attachment 4

The story behind the Leadership Strategic Plan

In 2014, we took the pulse of citizens and City Council to determine where our efforts as a local government should be focused. City Council said they expect us to provide services in a coordinated and integrated way; to collaborate and work together as a team; deliver services with a citizen and customer-focused approach; provide a sustainable financial plan; and instill confidence and trust in all that we do. Citizens told us they want us to be mindful of spending; show value in the services we offer; invest in infrastructure; be transparent and accountable; and ask for their opinions before making decisions that affect the future of our city.

Citizens said they also want quality customer service through easily accessible channels. They expect our behaviours and our values to align with those of the community we live in and hold us accountable to meet those expectations on a daily basis. They want us to help out when our neighbours, locally, nationally and internationally are in need. They also expect us to monitor and respond at a moment's notice. These are the expectations of a modern municipal government.

Established in 2014, the Leadership Strategic Plan (LSP) helps us to intentionally manage a well-run city and to close the gap in expectations. It guides us toward becoming a modern municipal government through a change in our culture. The LSP is how we align the hopes, dreams and aspirations of the community and the direction we receive from Council.



We present our collective progress on pages 5 to 9 of this report for each of the focus areas. It is organized as follows:

1. High level **recent accomplishments**.
2. Headline performance measures to show **how we are doing**. Where available, baseline information for the measures show history (represented by a solid red line) and forecast (indicated by a dotted grey line). Anticipated changes are represented by a solid black arrow to depict where we can “turn the curve” on our performance.
3. **The story behind the numbers** describes the conditions, causes and forces at work that help explain the current and expected performance.
4. **What we propose to do** highlights initiatives planned or currently underway to advance success in the focus area.

Leadership Strategic Plan: Contract with Council

Approved by Council September 15, 2014 (C2014-0703)

- 1. Establish a cooperative and meaningful relationship with Council** (page 5)
 - Build a shared strategic agenda focused on Council priorities, through the City's Action Plan
 - Focus on results by establishing timely and meaningful reporting of accomplishments
 - Develop a corporate calendar aligned to the term of Council, and a new strategic agenda management process
 - Improve Council/Administration communications
- 2. Cohesive leadership culture and collaborative workforce** (page 6)
 - Engage and focus administrative leadership on the shared strategic agenda (Action Plan)
 - Reinforce a leadership culture that champions a respectful workplace and a progressive public service organization
 - Create more opportunities for leadership development and recognition
 - Maintain a supportive workplace, and promote an engaged workplace culture founded on:
 - our future for The City as a great place to work
 - a mission based on a well-defined public service mandate
 - the values of responsible and accountable public service
 - good government and sound management practices, including reducing duplication and eliminating redundancies
 - a progressive partnership with all Unions
- 3. Better serve our citizens, communities, and customers** (page 7)
 - Implement a performance management system including:
 - performance measurement
 - zero-based review and improvement
 - service based business planning and budgeting
 - integrated risk management
 - Individual performance evaluation
 - Provide a comprehensive strategy for citizen engagement and customer service delivery, including:
 - a philosophy of trust, communication, and participation
 - an overall 'citizen first' orientation for municipal public services to meet citizen needs
 - establish a 'One City' senior management mind set
- 4. Focus immediate and collective attention on planning and building a great city** (page 8)
 - Coordinate a corporate approach to strategic planning and investment
 - Integrate all planning and development activities, including
 - all City master plans with a comprehensive Growth Management philosophy,
 - alignment of municipal capital investment with strategic infrastructure requirements, in particular transportation and utilities
 - Work with all partners to build trust, and together address future growth related investment matters
- 5. Strengthen the Corporation's financial position** (page 9)
 - Update and implement The City's strategic financial plan that addresses immediate financial pressures, and meets longer term financial needs
 - Create an infrastructure investment strategy to fund essential infrastructure and close the current infrastructure gap, emphasizing return on municipal investment
 - Secure provincial commitment through City Charter negotiations and MGA review
 - Generate greater investment capital for infrastructure financing, and realign investment to current priorities
 - Rationalize City holdings by divesting of land
 - Redirect capital to align with The City's priorities

Road Map

Stage One: Organizational Stability

- Step 1: Articulate the Leadership Vision
- Step 2: Concentrate on Priorities
- Step 3: Establish Goals
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Stage Two: Organizational Effectiveness and Economy

- Step 5: Align with Strategic Direction
- Step 6: Clarify Accountability
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Stage 3: Organizational Efficiency

- Step 12: Address Structural Efficiency
- Step 13: Strive for Cost Efficiency

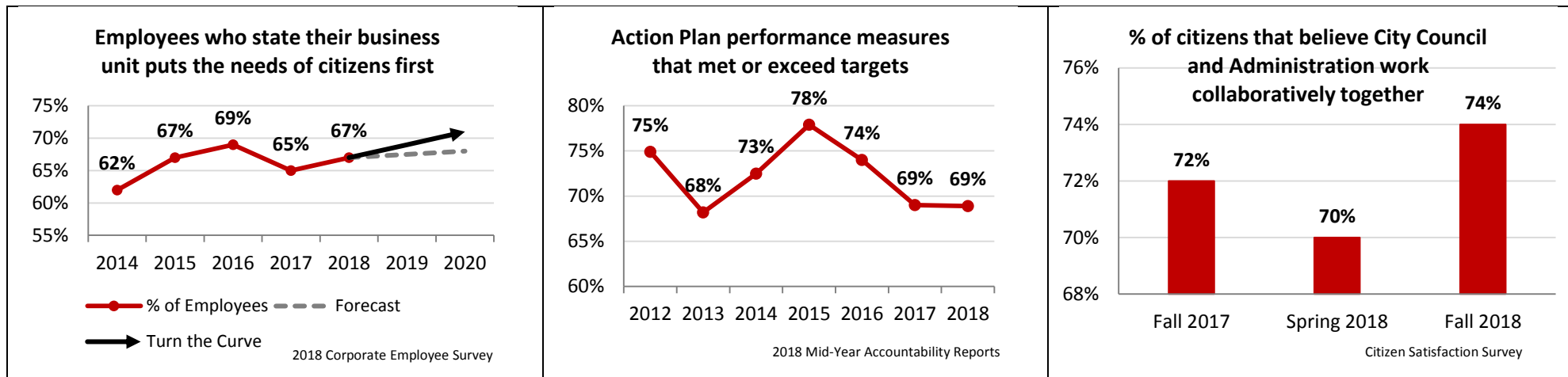
1. Establish a cooperative and meaningful relationship with Council

This area focuses on Administration's relationship with Council. It is imperative that a meaningful relationship is maintained to deliver on Council's direction and maintain quality of life for Calgarians.

Recent accomplishments

- Presented *Three Conversations, One Calgary: The City's Strategic Plan for 2019-2022* to Council, representing the strategic framework between the Community, Council and Administration.
- Developed Administration's Commitments, the key strategies that will be delivered under the Executive Leadership service line. These commitments summarize Administration's response to Council's direction and are intended to provide high-level strategic guidance to the organization for the four-year term.
- Developed five Strategic Plan Principles to guide the organization as it targets its efforts and resources to the areas that matter most to citizens. The five principles approved by Council are: Vision, Strategy, Value, Accountability and Continuous Improvement.
- Initiated weekly communications updates to the Office of the Councillors on marketing, social media, and other communication campaigns.
- Started *Engagement & Public Events Weekly* to share upcoming engagement/research opportunities for citizens in a rolling five-week period with Councillors.
- Provided media training and coaching, including training on social media to the Office of the Councillors.
- Held *Working Together* sessions for Councillor Assistants and Executive Advisors on topics including Assessment, Tax, Planning & Development, Utilities, and One Calgary.

How we are doing?



The story behind the numbers

The final report of *Action Plan 2015-2018* was presented to Council on 2018 September 4, allowing Administration to focus on the transition to service-based plans and budgets. Council's Priorities and associated strategic actions have progressed as planned with 47 of the 48 strategic actions on target, and several having achieved significant milestones.

Action Plan 2015-2018 performance measures were designed as stretch targets and it was never expected that 100 per cent of performance targets would be met in any year. Under changing economic conditions, the number of performance measures that met or exceeded targets stayed the same year-over-year.

Increasingly, employees believe their business unit is putting the needs of citizens first, based on their responses in the Corporate Employee Survey. A new question was added to the Citizen Satisfaction Survey to help measure citizen perspectives on collaboration between Council and Administration. In the Fall of 2018, 74% of citizens believe City Council and Administration work collaboratively together.

What we propose to do

- Continue to evolve the Corporate Calendar Pilot Project to create greater awareness of corporate activities and ensure activities are appropriately timed.
- Continue to refine the process behind Strategic Meetings of Council to ensure topics are timely and relevant for members of Council.
- Implement the strategies and actions in the approved One Calgary 2019-2022 Service Plans and Budgets, incorporating service levels and value, risk and results-based accountability.
- Use the corporate scorecard to measure performance on delivering Administration's Commitments.
- Update the Leadership Strategic Plan in Q1 2019.

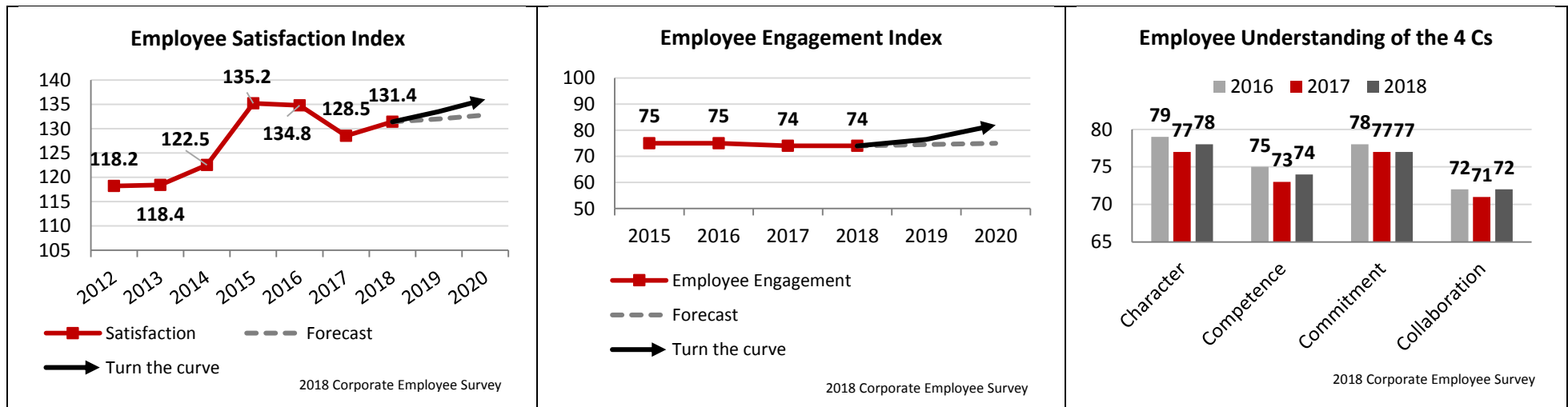
2. Cohesive leadership culture and collaborative workforce

This area focuses on reinforcing a leadership culture that champions a respectful and engaged workplace founded on a progressive public service organization.

Recent accomplishments

- Emerging Leader program developed and piloted with success.
- Ongoing delivery of inclusion workshops to improve intercultural competencies, unconscious bias, bridging cultures, respectful workplace, working with generations and human rights.
- Refreshed Corporate Recognition Program to reinforce and recognize the desired 4Cs behaviours.
- Created new mandate and focus on respectful workplace interventions and approaches.
- Implementation of myWorkforce to provide easily accessible and interactive management reports resulting in leadership efficiency.
- As part of the Health Systems Review, developed leader and employee tools/resources and reviewed process and funding options related to employee accommodations.
- Implemented Code of Conduct training (online and face-to-face) and updated policies to reflect legislative changes.

How we are doing?



The story behind the numbers

The Employee Satisfaction Index increased year-over-year despite economic pressures, significant change initiatives underway, and budget deliberations.

Leaders are demonstrating commitment to creating a healthy and safe workplace by hosting and attending respectful workplace sessions and responding effectively to workplace concerns. learning & development sessions are well attended with full participation involving a variety of subject matters (indigenous awareness, change leadership, collaboration, workforce planning and One Calgary, to name a few).

Requests for change leadership and team coaching have increased, which can contribute to employee satisfaction and engagement. Slow economic growth, familiarity with new processes related to One Calgary, along with understanding how we collaborate more effectively, are all anticipated to have a positive impact on results going forward.

What we propose to do

- Evolve the Mental Health Strategy to a more all-encompassing Healthy Workplace Strategy.
- Implement an integrated talent management system.
- Introduce Corporate Recognition Program technology enhancements to increase administrative efficiencies.
- Enhance respectful workplace tools, resources and offer online awareness programs.
- Ongoing intentional workforce management (including new functionality in myWorkforce).
- Develop sustainable Code of Conduct initiatives to support a healthy workplace.
- Refresh leadership development.
- Continue to actively provide awareness of The City culture and embed its principles within new and existing programs, processes and initiatives.
- Continue to promote change leadership support and coaching.

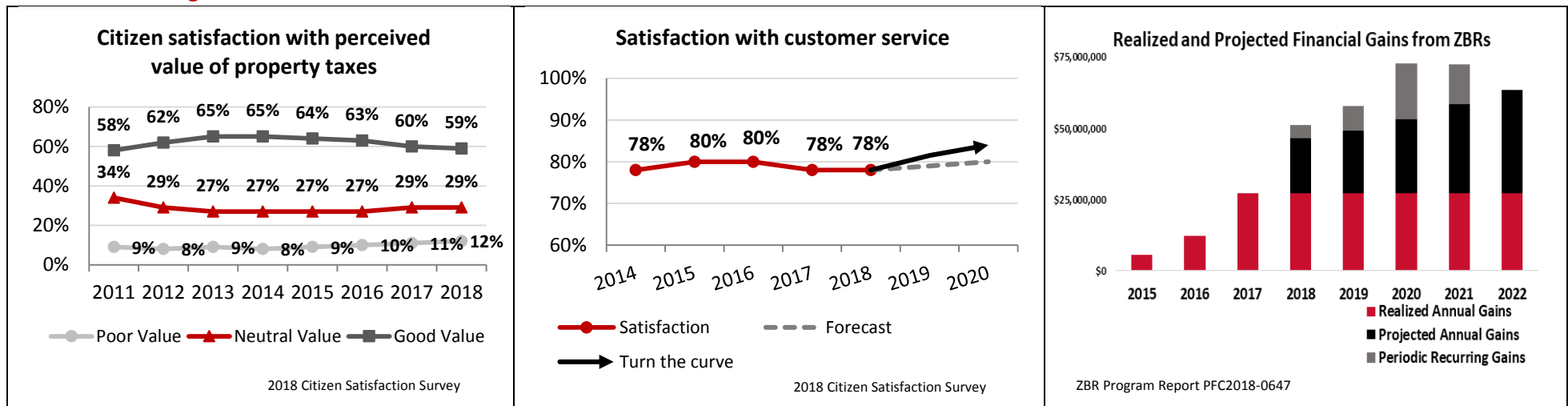
3. Better serve our citizens, communities, and customers

This focus area includes implementation of a performance management system and a comprehensive strategy for customer service delivery and citizen engagement.

Recent accomplishments

- Realized approximately \$27 million in annual financial gains through the Zero-Based Reviews Program as of December. The City is on track to meet the goal of reviewing services that account for 80 per cent of gross operating budget by 2020.
- Implemented a service-based approach to planning and budgeting for the years 2019-2022 to improve service value for citizens.
- Conducted public engagement and research with Calgarians (including targeted research with the business community) to better understand what they value about City services.
- Applied a Results-Based Accountability (RBA) approach in helping Council develop Citizen Priorities and Council Directives for 2019-2022 in consideration of the long-term Quality of Life Results and key indicators for Calgary. RBA is also incorporated into the design of the 2019-2022 Service Plans and Budgets, including beginning with the desired results and applying evidence-based performance management.
- Launched a Business Perspectives Panel with over 700 business leaders.
- Introduced Service Risk Registers to support the identification and assessment of risks to service delivery.
- Created the "Top-of-mind" widget on Calgary.ca to make it easier for visitors to quickly find popular tasks.

How are we doing?



The story behind the numbers

The five elements of the performance management system, along with tools for customer segmentation and journey mapping, have brought an increased discipline to the way we understand customer needs, manage and deliver services, continually improve efficiency and results, and provide value for investments in service levels.

The results of the 2018 Citizen Satisfaction show that perceptions about the quality of life in Calgary remain strong, and satisfaction with City programs and services remain high overall. Most Calgarians agree that Calgary is both a "great place to make a life," and a "great place to make a living." Most also agree they are "proud to be Calgarian" and "proud to live in their neighbourhoods."

Despite the economic downturn and increased pressure on citizens' ability to pay, citizen perceptions of value for tax dollars and customer service have remained relatively high. The ZBR program, along with other initiatives, has visibly increased the efficiency, effectiveness and customer-orientation of City services. The challenge will be to maintain service results in the face of a continued economic downturn and financial restraint, and as the ZBR focus turns from large, customer-facing business units to smaller, internal services.

What we propose to do

- Continue to refine service plans and budgets including the development of sub-services.
- Define risk appetite and tolerance for The City.
- Identify efficiencies and effectiveness improvements in upcoming Zero-Based Reviews by looking across services and organizational boundaries, while also increasing the organization's capacity for continuous service improvement.
- Review Accountability Reporting to adopt a more service-based approach.
- Continue shifting towards more online engagement and doing less traditional open houses.
- Deliver the Multicultural Communications and Engagement Policy.
- Continue to increase pop-up engagements, which allow us to get a wide-range of opinions in the locations people already convene.

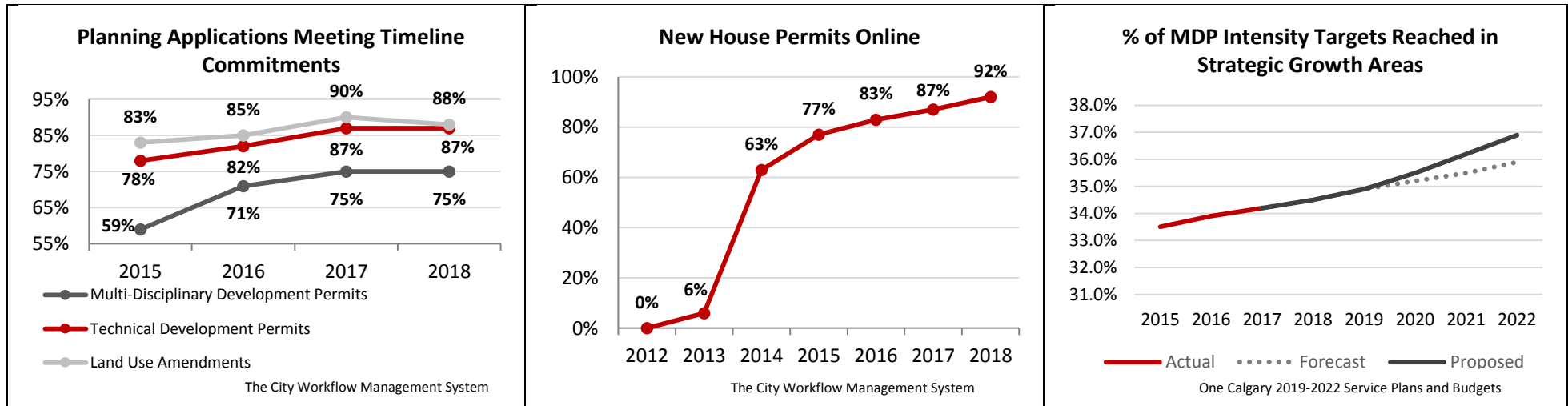
4. Focus immediate and collective attention on planning and building a great city

This area focuses on working together across the corporation to integrate our planning and development activities/investment to align with the Municipal Development Plan (MDP) and the Calgary Transportation Plan (CTP) with the goal of building trust with all partners.

Recent accomplishments

- Completed the New Community Growth Strategy, which will provide a comprehensive growth strategy for new communities in alignment with market demand and financial capacity.
- Completed a Next to Freight Rail Corridors policy, an implementation guide and an amendment to the land use bylaw (adopted by Council on 2018 July 23).
- Presented recommendations to Council on Cannabis bylaw implications.
- Established the first online application in Canada where a customer can apply for a business license, building permit and development permit at the same time (we audited the top 20 municipalities).
- Launched the next phase of the This is my Neighbourhood (TIMN) online engagement and information website to gather community feedback from 14 Calgary neighbourhoods.
- Council passed land use bylaw amendments in March allowing secondary suites in residential areas. This reduces red tape for citizens by enabling them to make an application without going through a land use re-designation and Council approval.
- Expanded the management framework focused on delivering services to ensure alignment of all planning related services, along with departmental performance and customer service.
- Created a People & Culture oversight committee within Planning & Development to streamline and maximize value of staff training and development.
- Approved in July 2017, the Centre City Enterprise Area has had a measurable impact on enabling new business to locate in the Centre City and to get to operations in a timely fashion. As of June 2018, 49 tenancy changes and 55 building permits have been able to proceed without a development permit, saving over 2,000 days of cumulative approval process.
- Created the Customer Coordinator, Small Business position to guide new business owners along the customer journey in opening a small business and help existing small business grow.

How are we doing?



The story behind the numbers

Clear focus on planning and building a great City is maintained through key results areas within Planning & Development and in partner business units across the City. In recent years, we have seen an increase in the number of planning applications meeting timeline commitments, the number of online new house permits as well as an increase in MDP intensity target being met.

The way Calgarians and industry participate in the planning and building of our City is becoming more transparent and interactive through a continued emphasis on customer and citizen experience, and ongoing business and technology improvements.

Cross-departmental oversight and visibility will be the key to continuing to execute on solutions-oriented projects that make a difference to all Calgarians and customers.

What we propose to do

- Continue support for small business and homeowners making it easy to find safety, bylaw and permit information including simplifying our processes enabling more self-serve options.
- Continue to shift services online to save customers time and money with online permits, tracking projects and manage inspections online.
- Continue to strengthen the urban design review of applications that achieve a good or excellent urban design rating at the time of decision.
- Continue to evaluate the success of the Centre City Enterprise Area with a view to extending the concept to other strategic growth areas of the city such as Main Streets and Transit Oriented Development areas.

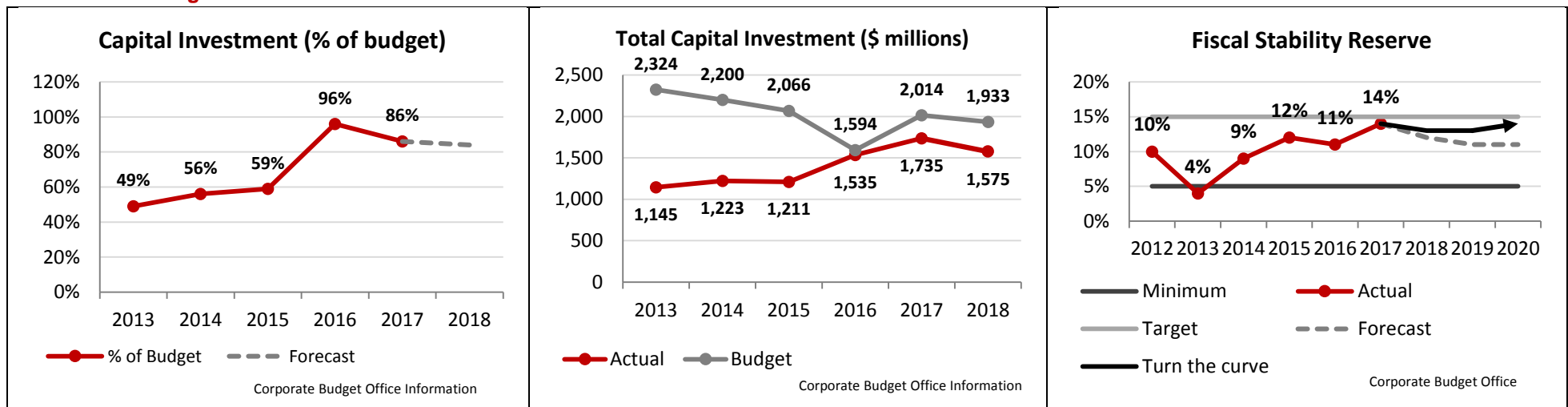
5. Strengthen the Corporation's financial position

This area focuses on addressing immediate financial pressures and long-term financial needs, creating an infrastructure investment strategy that identifies City priorities to fund essential infrastructure and close the infrastructure gap, and secure provincial funding commitments through the City Charter negotiations and MGA review.

Recent accomplishments

- The City of Calgary Charter 2018 Regulation came into force on April 5, providing expanded authority in recognition of distinct local challenges and opportunities.
- In November 2018, the Government of Alberta announced legislative changes establishing a new fiscal framework for the cities of Calgary and Edmonton.
- Refreshed the Capital Infrastructure Investment Strategy, now the Capital Infrastructure Investment Principles.
- Scored and ranked new capital business cases for 2019-2022 to optimize the allocation of capital funding with service requirements to align with City priorities and Council directives. In addition, new capital business cases are now consolidated into a single, cross-corporate system (MS Project Online) to facilitate corporate oversight and reporting.
- Focused capital investment recommendations for the 2019-2022 cycle on those that provide critical infrastructure and critical asset maintenance to help address the infrastructure gap.
- Established the Integrated Civic Facility Planning Program, which allows business units to collaborate and plan the right facilities at the right time.
- Effectively managed the Fiscal Stability Reserve (FSR) to help maintain service levels due to the current downturn in the economy, including \$97 million in contributions in 2017 to offset over \$90 million in commitments from the FSR in the mid-cycle adjustments.
- The 2018 contribution to the Budget Savings Account (BSA) from workforce planning is projected to total \$20 million at year-end. Total contributions to the BSA have exceeded \$100 million.
- Through the One Calgary Service Plans and Budgets process, \$40 million in operating base budget savings in efficiencies have already been identified for 2019-2022 with a commitment to find more throughout the next business plan and budget cycle.
- Established a new wholly-owned subsidiary to oversee the \$100 million Opportunity Calgary Investment Fund (OCIF) at the end of 2017 and approved the first qualifying business case in Q4 2018.

How are we doing?



The story behind the numbers

Through prudent financial management, The City has maintained service levels and increased the velocity of capital investment while also maintaining an AA+ credit rating in the economic downturn. Although capital investment is forecasted to decline slightly, The City maintains its commitment to the Capital Infrastructure Investment Principles by leveraging from the private sector and other orders of government in an effort to invest more capital to create jobs and continue to deliver value to Calgarians.

Although the balance in the FSR is forecasted to decline to 12% of the tax-supported gross operating budget, The City is actively monitoring and continually focused on intentional savings in order to turn the curve towards the target of 15%.

What we propose to do

- Maintain and enhance external partnerships to leverage capital investment.
- Continue to engage in discussions of revenue sharing and long-term transit-funding plans to deliver on the province's budgetary commitment to a new fiscal framework.
- Continue prudent financial practices to maintain a strong liquidity and financial position.
- Remain committed to balancing service value with affordable taxes and user fees.
- Maintain a focus on intentional savings through corporate workforce planning and continue to contribute savings to the BSA reserve.
- Use the BSA to fund one-time budgets in 2019-2022 in order to preserve the FSR and turn the curve toward the target balance.

Progress Summary

This report outlines progress made since the last Leadership Strategic Plan (LSP) progress report was developed at the end of 2015. Administration has made significant advancements toward delivering on the LSP's five focus areas over the last four years. This report has provided information on the accomplishments and progress made to-date and identified areas where more work will continue into the new business cycle.

Overall, work on the LSP has contributed to an improved focus on delivering value for citizens and strengthening The City's leadership culture. This focus has resulted in continued high satisfaction rates amongst Calgarians and strong engagement scores with employees, along with several other notable accomplishments.

AA+

Standard & Poors (S&P) reaffirmed Calgary's AA+ credit rating. The rating is one of the best among Canadian municipalities.
(S&P, 2018)

77%

of Calgarians are satisfied with the level and quality of City programs and services.
(Citizen Satisfaction Survey, 2018)

93%

of Calgarians agree that City employees are courteous, helpful and knowledgeable.
(Citizen Satisfaction Survey, 2018)

87%

score in our safety audit
(Corporate-wide safety audit score (COR), 2016)

75%

employee work engagement, driven by culture, remains high and impacts operational performance and customer service.
(Corporate Employee Survey, 2018)

\$607 million

in ongoing corporate savings and efficiencies realized from 2015 to 2018.
(Savings and Efficiencies 2015 to 2018 (Projected))

78%

of Calgarians are satisfied with the overall level and quality of customer service at The City.
(Citizen Satisfaction Survey, 2018)

Administration's Commitments

These commitments summarize Administration's response to Council's direction and are intended to provide high-level strategic guidance to the organization for the four-year term.

1. Sustain a cooperative and meaningful relationship with Council.

Administration will continue to work with Council to maintain public trust and confidence through a shared strategic agenda based on Three Conversations, One Calgary. This includes a focus on open and proactive communication between members of Council and Administration and a shared understanding of the organization's tolerance for risk.

2. Foster a safe and respectful workplace for all employees.

Administration will continue to promote and foster a safe and respectful work environment through the Employee Promise. This includes working with our union partners to ensure employees and leaders are aware of their responsibilities under the Code of Conduct and feel empowered to bring concerns forward.

3. Continue to promote a progressive public service culture through One City, One Voice.

Administration will continue to focus its attention on promoting and maintaining the principles upheld in the One City, One Voice culture. This includes an ongoing emphasis on reducing organizational silos, and working with union partners to demonstrate engaged leadership and encourage employee pride in the workplace.

4. Focus attention on planning and building a resilient city, including flood mitigation and climate change.

Administration will work with our indigenous, industry and regional partners as well as other orders of government to plan and build a city that is resilient to shocks and stresses. This includes a focus on inclusive leadership and decision making, infrastructure, economic diversification and the impacts of a changing climate on our growing city.

5. Enhance service to our customers and communities, including citizens and businesses.

Administration will continue to provide clarity to citizens and businesses about the value they receive for their tax dollars. This will be accomplished through the delivery and execution of service plans and budgets and by leveraging data and strategic partnerships to foster innovation, reduce red tape and enhance customer experience.

6. Further strengthen the Corporation's financial position.

Administration will continue to update and monitor The City's strategic financial plan to address immediate financial pressures and ensure long-term financial sustainability. This includes ensuring tax-supported expenditures are well-managed, exploring new and improved opportunities to generate revenue, creating new financial partnerships, prioritizing capital investment, and keeping debt levels within acceptable limits.

**Deputy City Manager's Office Report to
SPC on Utilities and Corporate Services
2018 November 21**

**ISC: UNRESTRICTED
UCS2018-1339
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Summary of Real Estate Transactions for the Second Quarter 2018

EXECUTIVE SUMMARY

Pursuant to Real Property Bylaw 52M2009 and LAS2011-17, Administration must report quarterly to Council on closed transactions approved through delegated authority. This report for information includes a summary of the following closed transactions for the Second Quarter 2018.

- Remnant land sales less than \$5,000,000.00;
- Stand alone sales;
- Land exchanges;
- Acquisitions less than \$5,000,000.00;
- Occupations less than \$500,000.00;

ADMINISTRATION RECOMMENDATION:

The SPC on Utilities and Corporate Services recommend that Council:

1. Receive this Report for information; and
2. Request the Recommendations, Report and Attachments remain confidential under Sections 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act* until the report is published in the Council agenda.

RECOMMENDATION OF THE SPC ON UTILITIES AND CORPORATE SERVICES, DATED 2018 NOVEMBER 21:

That Council receive Report UCS2018-1339 for information.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2017 September 11, Council approved Bylaw 32M2017 to amend Real Property Bylaw 52M2009, which grants delegated authority to the City Manager who further delegates to those officers as set out in the Delegation of Authority by the City Manager.

On 2009 November 16, Council approved Real Property Bylaw 52M2009, which granted delegated authority to the City Manager who further delegated to those officers as set out in the Confirmation of Delegation of Authority by the City Manager.

On 2011 March 21, Council approved LAS2011-17 and directed Administration to report quarterly only on closed transactions approved through Delegated Authority.

BACKGROUND

Pursuant to Bylaw 52M2009 Section 18 (5) "The City Manager must prepare and submit to Council a report listing all Transactions approved pursuant to the Bylaw every three (3) months, or as otherwise directed by Committee or Council, commencing January, 2010." Further to Section 18 (5) of Bylaw 52M2009, Administration was directed to report quarterly only on closed transactions approved through delegated authority through LAS2011-17.

**Deputy City Manager's Office Report to
SPC on Utilities and Corporate Services
2018 November 21**

**ISC: UNRESTRICTED
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Summary of Real Estate Transactions for the Second Quarter 2018

Real Property Bylaw 52M2009 is supported by a business process review that established well-defined real estate processes in a consistent, accountable and effective manner. The redesigned processes, procedures and forms ensure the necessary due diligence and documentation to support Bylaw 52M2009. Delegated authority was only exercised as defined in the Bylaw.

All of the attached remnant land sales are less than \$5,000,000.00 and are adjacent to the property owner(s).

All of the attached stand alone sales have been the subject of method of disposition reports and have been approved by either Land and Asset Strategy Committee or SPC on Utilities and Corporate Services (UCS) and Council.

All of the attached acquisitions are requirements of Council approved projects or otherwise authorized by Council and less than \$5,000,000.00.

All of the attached leases/licenses have an annual base rent or fee less than \$500,000.00, the term does not exceed five (5) years and there are no more than two (2) options to renew, as per Bylaw 52M2009 Section 8(1)(a).

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Not applicable.

Valuation

The negotiated prices of the real estate transactions referenced in the Attachments are either based on internal valuations or independent appraisals which were endorsed by Administration's Valuation Review Committee, or are based on set rates and fees. One exception is for real estate transactions that are for nominal consideration. Valuations or appraisals have not been completed for nominal consideration real estate transactions.

Stakeholder Engagement, Research and Communication

Not applicable.

Strategic Alignment

This report aligns with Real Property Bylaw 52M2009 and LAS2011-17 whereby Administration must report quarterly to Council on closed transactions approved by delegated authority.

Social, Environmental, Economic (External)

Social

Bylaw 52M2009 provides a single point of reference for Council, Administration and the public concerning the authorities and responsibilities for real estate transactions to be undertaken by Real Estate & Development Services. Staff members are provided with training and are supported in implementing business processes and the Bylaw for all real estate transactions.

Environmental

The real estate processes are in accordance with The City of Calgary's Sales, Acquisitions and Leases Environmental (S.A.L.E.) Policy.

Deputy City Manager's Office Report to
SPC on Utilities and Corporate Services
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Summary of Real Estate Transactions for the Second Quarter 2018

Economic

Where applicable, the changes to the processes and authorities for real estate transactions will streamline the transaction timeline by four to six weeks, thus reducing the time and financial costs associated with finalizing the transaction.

Financial Capacity

Current and Future Operating Budget:

Not applicable.

Current and Future Capital Budget:

Not applicable.

Risk Assessment

The approval processes place additional decision-making responsibility on Administration for The City's real estate transactions. The potential risks associated with giving Administration greater authority, are mitigated in several ways:

- Increased due diligence and documentation achieved by the clearly defined business processes for all real estate transactions;
- All proposed real estate transactions documented by a land report or land authorization form will be reviewed by the Management Real Estate Review Committee or authorized delegated authority position;
- Administrative approvals will only be exercised where the established guidelines are met;
- The Deputy City Manager can opt to forward any proposed sale, lease or acquisition under his authority on to UCS and Council for approval; and
- Quarterly reporting to UCS and Council regarding closed transactions approved by Administration.

REASON(S) FOR RECOMMENDATION(S):

Report for information.

ATTACHMENT(S)

1. Attachment 1 – Summary of Remnant Land Sales less than \$5,000,000.00 for the Second Quarter 2018.
2. Attachment 2 – Summary of Stand Alone Sales for the Second Quarter 2018.
3. Attachment 3 – Summary of Land Exchanges for the Second Quarter 2018.
4. Attachment 4 – Summary of Acquisitions less than \$5,000,000.00 for the Second Quarter 2018.
5. Attachment 5 - Summary of Occupations less than \$500,000.00 for the Second Quarter 2018.

**SUMMARY OF REMNANT LAND SALES LESS THAN \$5,000,000.00
SECOND QUARTER 2018**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	SALE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	DELEGATED AUTHORITY
1.	Adjacent right of way to 505 11 AV SW (JM)	Sale of remnant road right of way in the community of Beltine to the adjacent land owner, HNC 500 Block II Inc., for consolidation with the adjacent property to redevelop with two residential / main floor retail towers.	LAF2017-25	Ward 08 Councillor Evan Woolley	\$839,586.00	0.096	\$8,745,687.50	2018 May 11	Authorized by: Deputy City Manager Pursuant to Bylaw 52M2009 Section 7.(1)(b)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2018-XX)
LAF Land Authorization Form (e.g. LAF2018-XX)
UCS SPC Utilities and Corporate Services (e.g. UCS2018-XX)
MOD Method of Disposition (report that establishes reserve price)

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	SALE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	DELEGATED AUTHORITY
2.	Adjacent right of way to 1304 17 AV SW (ATV)	Sale of surplus road right of way in the community of Beltline to the adjacent land owner, Opus Properties Corporation, for consolidation with the adjacent property for a redevelopment of Wendy's Restaurant.	LAF2018-03	Ward 08 Councillor Evan Woolley	\$10.00 * (*As the Property was originally dedicated by the Purchaser to The City, the sale Consideration of the surplus road right of way back to the original owner is for nominal Consideration.)	0.039	N/A	2018 June 29	Authorized by: Director, Real Estate & Development Services Pursuant to Bylaw 52M2009 Section 7.(1)(c)

TOTAL REMNANT LAND SALES SECOND QUARTER 2018: \$839,596.00

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2018-XX)
LAF Land Authorization Form (e.g. LAF2018-XX)
UCS SPC Utilities and Corporate Services (e.g. UCS2018-XX)
MOD Method of Disposition (report that establishes reserve price)

**SUMMARY OF STAND ALONE SALES
SECOND QUARTER 2018**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	SALE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	PREVIOUS COUNCIL DIRECTION	DELEGATED AUTHORITY
1.	202 Shawville PL SE (JP)	Sale of property in the community of Shawnessy to Telsec Property Corporation for the development of a retail and multi family development.	MRER2017-119	Ward 13 Councillor Diane Colley-Urquhart	\$6,649,500.00	3.42	\$1,944,298.25	2018 May 15	On 2017 February 13 at the Combined Council Meeting, Council approved UCS2017-0090, Proposed Method of Disposition, authorizing Administration to publicly market the Property.	Authorized by: Deputy City Manager Pursuant to Bylaw 52M2009 Section 7.(1)(a)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2018-XX)
LAF Land Authorization Form (e.g. LAF2018-XX)
UCS SPC Utilities and Corporate Services (e.g. UCS2018-XX)
MOD Method of Disposition (report that establishes reserve price)

**UCS2018-1339
ATTACHMENT 2**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	SALE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	PREVIOUS COUNCIL DIRECTION	DELEGATED AUTHORITY
2.	7121 107 AV SE (AW)	Sale of property in the community of East Shepard Industrial to R&R Miller Acquisitions Ltd. for construction of a multi bay industrial warehouse and shop.	MRER2018-07	Ward 12 Councillor Shane Keating	\$889,000.00	1.27	\$700,000.00	2018 June 15	On 2014 November 03 Council approved LAS2014-53 – Proposed Method of Disposition, authorizing Administration to publicly market the Property and to negotiate a sale with the successful applicant.	Authorized by: Deputy City Manager Pursuant to Bylaw 52M2009 Sections 7.(1)(a) and 8.(1)(a)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2018-XX)
LAF Land Authorization Form (e.g. LAF2018-XX)
UCS SPC Utilities and Corporate Services (e.g. UCS2018-XX)
MOD Method of Disposition (report that establishes reserve price)

**UCS2018-1339
ATTACHMENT 2**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	SALE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	PREVIOUS COUNCIL DIRECTION	DELEGATED AUTHORITY
3.	7171 107 AV SE (AW)	Sale of property in the community of East Shepard Industrial in the Point Trotter Industrial Park to Boychuk PM Inc. for construction of an industrial shop and office.	MRER2018-08	Ward 12 Councillor Shane Keating	\$742,000.00	1.06	\$700,000.00	2018 June 15	On 2014 November 03 Council approved LAS2014-53 – Proposed Method of Disposition, authorizing Administration to publicly market the Property and to negotiate a sale with the successful applicant.	Authorized by: Deputy City Manager Pursuant to Bylaw 52M2009 Sections 7.(1)(a) and 8.(1)(a)

TOTAL STAND ALONE SALES FOR SECOND QUARTER 2018: \$8,280,500.00

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2018-XX)
LAF Land Authorization Form (e.g. LAF2018-XX)
UCS SPC Utilities and Corporate Services (e.g. UCS2018-XX)
MOD Method of Disposition (report that establishes reserve price)

LAND EXCHANGE

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	OWNER EXCHANGE	CITY EXCHANGE	CLOSING DATE	DELEGATED AUTHORITY
1.	1424R 23 AV NW (ATV)	Land exchange of surplus property in the community of Capitol Hill to the adjacent land owner, Confederation Park High Performance Execution Team Corp., for development of a multi family project in exchange for a portion land required by The City for a bylawed setback on 14 Street NW.	MRER2018-26	Ward 07 Councillor Druh Farrell	Confederation Park AAA Land Investment Limited Partnership, by its general partner, Confederation Park High Performance Execution Team Corp.	The City of Calgary	2018 June 29	Authorized by: Director, Real Estate & Development Services Pursuant to Bylaw 52M2009 Sections 6.(1)(a) and 7.(1)(b)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2012-XX)
LAF Land Authorization Form (e.g. LAF2012-XX)
LAS Land Asset Strategy (e.g. LAS2012-XX)
MOD Method of Disposition (report that establishes reserve price)

**SUMMARY OF ACQUISITIONS LESS THAN \$5,000,000.00
SECOND QUARTER 2018**

	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	PURCHASE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	DELEGATED AUTHORITY
1.	2416 16 AV NW (JS)	Dedication of road right of way in the community of Banff Trail for road network upgrades.	MRER2018-01	Ward 07 Councillor Druh Farrell	\$10.00	0.319	N/A	2018 June 29	Authorized by: Acting Manager, Sales & Acquisitions Pursuant to Bylaw 52M2009 Section 6.(1)(d)
2.	220 61 AV SW (JRM)	Acquisition of an easement in the community of Manchester Industrial for widening of sidewalks.	LAF2016-81	Ward 09 Councillor Gian-Carlo Carra	\$266,370.00	0.144	\$1,849,791.67	2016 August 31 (Execution date of agreements 2018 July 18)	Authorized by: Acting Manager, Land Pursuant to Bylaw 52M2009 Sections 6.(1)(d) and 18.(1)(a)
3.	Adjacent right of way to 505 11 AV SW (JM)	Acquisition of three easements in the community of Beltline for laneway and public access.	LAF2017-25	Ward 08 Councillor Evan Woolley	\$287,935.01	0.15	\$1,919,566.73	2018 May 11	Authorized by: Deputy City Manager Pursuant to Bylaw 52M2009 Section 6.(1)(f)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2012-XX)
LAF Land Authorization Form (e.g. LAF2012-XX)
LAS Land Asset Strategy (e.g. LAS2012-XX)
MOD Method of Disposition (report that establishes reserve price)

	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	PURCHASE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	DELEGATED AUTHORITY
4.	4312 Ogden RD SE (DR)	Acquisition of an easement in the community of Alyth / Bonnybrook for the Bonnybrook Flood Protection Berm Project.	LAF2017-28	Ward 09 Councillor Gian-Carlo Carra	\$10.00	0.06	N/A	2018 May 07	Authorized by: Manager, Sales & Acquisitions Pursuant to Bylaw 52M2009 Sections 6.(1)(f) and 18.(1)(a)

TOTAL ACQUISITIONS FOR SECOND QUARTER 2018: \$554,325.01

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2012-XX)
LAF Land Authorization Form (e.g. LAF2012-XX)
LAS Land Asset Strategy (e.g. LAS2012-XX)
MOD Method of Disposition (report that establishes reserve price)

**SUMMARY OF OCCUPATIONS LESS THAN \$500,000.00
SECOND QUARTER 2018**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
1.	334 11 AV SE (VK)	Third party lease of property in the community of Beltline to The City of Calgary for office space for Calgary Police Service.	MRER2018-05	Ward 08 Councillor Evan Woolley	\$58,272.00 Years 1-3 \$67,984.00 Years 4-5	2018 May 01	Authorized by: Acting Deputy City Manager Pursuant to Bylaw 52M2009 Sections 8.(1)(a) and 12.
2.	202 17 AV SW (CL)	Third party license of property in the community of Beltline to The City of Calgary for Transportation Infrastructure to use as a construction staging area.	MRER2018-30	Ward 11 Councillor Jeromy Farkas	\$10.00	2018 May 01	Authorized by: Acting Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
3.	209 15 AV SW (CL)	Third party license of property in the community of Beltline to The City of Calgary for Transportation Infrastructure to use as a construction staging area.	MRER2018-31	Ward 11 Councillor Jeromy Farkas	\$10.00	2018 May 01	Authorized by: Acting Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2012-XX)
LAF Land Authorization Form (e.g. LAF2012-XX)
LAS Land Asset Strategy (e.g. LAS2012-XX)
MOD Method of Disposition (report that establishes reserve price)

UCS2018-1339
ATTACHMENT 5

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
4.	2800 Peacekeepers WY SW (IF)	License of property in the community of Lincoln Park to Rogers Communications Inc. for a telecommunications tower.	LAF2017-37	Ward 11 Councillor Jeromy Farkas	\$30,000.00	2018 May 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 10.(1)
5.	208 9 AV SW (CL)	License of property in the community of Downtown Commercial Core to Meat & Bread Calgary Ltd. for an outdoor patio.	LAF2018-06	Ward 07 Councillor Druh Farrell	\$3,495.17	2018 May 01	Authorized by: Acting Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Sections 8.(1)(a) and 9.(1)(a)-(d)
6.	1511 90 AV SW (CG)	Third party license of property in the community of Pump Hill to The City of Calgary for construction at 14 Street SW and 90 Avenue SW as part of the Southwest Bus Rapid Transit (SWBRT) project.	LAF2018-09	Ward 11 Councillor Jeromy Farkas	\$80,000.00	2018 April 09	Authorized by: Manager, Sales & Acquisitions Pursuant to Bylaw 52M2009 Section 8.(1)(a)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2012-XX)
LAF Land Authorization Form (e.g. LAF2012-XX)
LAS Land Asset Strategy (e.g. LAS2012-XX)
MOD Method of Disposition (report that establishes reserve price)

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
7.	729 Lysander DR SE (JL)	License of property in the community of Ogden to ATCO Gas and Pipelines Ltd. for a temporary workspace and access to repair and replace a high pressure gas line.	LAF2018-12	Ward 09 Councillor Gian-Carlo Carra	\$1,000.00	2017 October 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
8.	3705 35 ST NE (CL)	Lease of property in the community of Horizon to Alberta Health Services for EMS operations.	LAF2018-13	Ward 05 Councillor Ray Jones	\$135,000.00	2018 April 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
9.	49 Seton PA SE (IF)	License of property in the community of Seton to Cedarglen Living Inc. for construction staging and hoarding.	LAF2018-15	Ward 12 Councillor Shane Keating	\$62,000.00	2018 May 14	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2012-XX)
LAF Land Authorization Form (e.g. LAF2012-XX)
LAS Land Asset Strategy (e.g. LAS2012-XX)
MOD Method of Disposition (report that establishes reserve price)

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
10.	3800R 16 AV SW (JL)	License of property in the community of Glenmore Park to ATCO Gas and Pipelines Ltd. to replace and install natural gas lines for their substation directly south of the property.	LAF2018-16	Ward 11 Councillor Jeromy Farkas	\$2,000.00	2018 May 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
11.	3903 Centre ST NW (MD)	Lease of property in the community of Highland Park to Taylor Homes for a residential tenancy until such time that the property is required for the construction of the Green Line LRT.	LAF2018-17	Ward 04 Councillor Sean Chu	\$13,200.00	2018 February 06	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
12.	2424 Kensington RD NW (JL)	Lease of property in the community of West Hillhurst to Michael Corbiell for a residential tenancy.	LAF2018-18	Ward 07 Councillor Druh Farrell	\$13,200.00	2018 May 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2012-XX)
LAF Land Authorization Form (e.g. LAF2012-XX)
LAS Land Asset Strategy (e.g. LAS2012-XX)
MOD Method of Disposition (report that establishes reserve price)

UCS2018-1339
ATTACHMENT 5

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
13.	3120 16 AV NW (JL)	License of property in the community of University Heights to ATCO Gas and Pipelines Ltd. for workspace to repair and replace a natural gas line.	LAF2018-21	Ward 07 Councillor Druh Farrell	\$2,000.00	2018 May 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
14.	6620 11 ST SE (JL)	License of property in the community of Burns Industrial to Enmax Corporation for construction staging and access.	LAF2018-22	Ward 09 Councillor Gian-Carlo Carra	\$2,000.00	2018 April 30	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
15.	2926 5 AV NW (DW)	License of property in the community of Parkdale to Mohammed Abdo Almekhlafi for landscaping.	LAF2018-24	Ward 07 Councillor Druh Farrell	\$500.00	2018 February 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2012-XX)
LAF Land Authorization Form (e.g. LAF2012-XX)
LAS Land Asset Strategy (e.g. LAS2012-XX)
MOD Method of Disposition (report that establishes reserve price)

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
16.	5200 Richmond RD SW (DW)	License of property in the community of Glenbrook to T&V McKinnon Sales for garden centre.	LAF2018-25	Ward 06 Councillor Jeff Davison	\$4,000.00	2018 May 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
17.	3120 16 AV NW (JL)	License of property in the community of University Heights to ATCO Gas and Pipelines Ltd. for a temporary use to construct a pipeline.	LAF2018-26	Ward 07 Councillor Druh Farrell	\$2,000.00	2018 May 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
18.	23 McDougall CO NE (JL)	License of property in the community of Bridgeland / Riverside to Calgary Catholic Immigration Society for landscaping.	LAF2018-30	Ward 09 Councillor Gian-Carlo Carra	\$500.00	2018 May 07	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
19.	4900 13 AV NW (DW)	License of property in the community of Montgomery to 1930029 Alberta Inc. for a temporary use of a concession at the Shouldice Athletic Park.	LAF2018-32	Ward 07 Councillor Druh Farrell	\$5,175.00	2018 May 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2012-XX)
LAF Land Authorization Form (e.g. LAF2012-XX)
LAS Land Asset Strategy (e.g. LAS2012-XX)
MOD Method of Disposition (report that establishes reserve price)

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
20.	1104 36 ST SE and 3725 10 AV SE (IF)	License of property in the community of Forest Lawn to Homespace Society for a media event to announce funding by the Province of Alberta.	LAF2018-36	Ward 09 Councillor Gian-Carlo Carra	\$10.00	2018 May 23	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
21.	7000 Glenmore TR SW (JL)	License of property in the community of Signal Hill to ATCO Gas and Pipelines Ltd. to repair and replace natural gas lines.	LAF2018-38	Ward 06 Councillor Jeff Davison	\$3,000.00	2018 June 01	Authorized by: Acting Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
22.	3109 37 ST SW (JL)	License of property in the community of Glenbrook to Corrina Robson and Jordan Walczak for landscaping.	LAF2018-49	Ward 06 Councillor Jeff Davison	\$500.00	2018 April 01	Authorized by: Acting Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
23.	1920 Highfield CR SE (IF)	License of property in the community of Burns Industrial to Calgary Exhibition & Stampede for storage of trailers and equipment.	LAF2018-51	Ward 09 Councillor Gian-Carlo Carra	\$1,000.00	2018 June 30	Authorized by: Acting Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2012-XX)
LAF Land Authorization Form (e.g. LAF2012-XX)
LAS Land Asset Strategy (e.g. LAS2012-XX)
MOD Method of Disposition (report that establishes reserve price)

Community Services Report to
Regular Meeting of Council
2018 December 17

ISC: UNRESTRICTED
C2018-1439

Canadian Country Music Association (CCMA) Awards

EXECUTIVE SUMMARY

The Calgary Hosting Committee (Host Committee) for the national Canadian Country Music Association (CCMA) Awards has requested support from The City of Calgary towards the hosting of the 2019 CCMA Awards. The Host Committee has been working with the CCMA to bring to Calgary this prestigious nationally-televised event that honours Canadian country musicians as part of CCMA Country Music Week. The intent is for the festivities to be held in Calgary on 2019 September 5-8.

Hosting the four-day event provides Calgarians with many free opportunities to connect with their favorite Canadian country musicians. CCMA estimates that 100 musicians and groups will be performing at events staged in venues throughout the city. An estimated 27,000 fans and industry professionals, both local and from across Canada, will benefit and actively take part in CCMA Country Music Week in Calgary.

The CCMA Awards are in a growth trend in viewers across live and encore broadcasts. The projected economic outcomes for this event include: \$3 million in spending from a projected 6,000 out-of-region visitors, a \$5 million boost to the provincial GDP, and \$9 million in total economic activity in Alberta.

To show support for Calgary hosting the CCMA Awards, the provincial government has committed \$700,000 for the 2019 event. The Host Committee is seeking further financial support for this event from The City of Calgary. The Event Advisory Committee (EAC) recommends that \$100,000 be put towards the CCMA Awards from the Council Strategic Initiatives Fund (CSIF) over two years, awarding \$50,000 in 2018 and another \$50,000 in 2019. The request for \$100,000 will be specifically used to showcase Calgary's musical talent and performing arts facilities, including the National Music Centre.

ADMINISTRATION RECOMMENDATION:

That Council approve \$50,000 in 2018 and \$50,000 in 2019 from the Council Strategic Initiatives Fund (CSIF) for The City's contribution to the CCMA Awards to be held in Calgary in 2019. The CSIF resides in the Arts and Culture service line in Recreation Program #426.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2012 May 07, Council approved AOC201218, the transfer of responsibility for the Council Strategic Initiatives Fund (CSIF) allocation intended for 'general stream' CSIF awards to the Culture Division of Recreation on the basis of the transfer agreement. Therefore, the CSIF program was transferred from the Aldermanic Office Coordinating Committee (AOCC) to Culture-Recreation.

On 2010 July 05, Council approved AOC201211, the amendments of the CSIF to be effective with the commencement of the Festival and Events award application process being established by The City of Calgary Recreation business unit.

**Community Services Report to
Regular Meeting of Council
2018 December 17**

**ISC: UNRESTRICTED
C2018-1439**

Canadian Country Music Association (CCMA) Awards

On 2004 January 20, Council approved APA200404c, the process and application package for accessing the CSIF.

On 2003 June 19 Council approved, as part of the Shadow Budget discussions, the establishment of the CSIF, a fund that Council could access to fund unexpected ad hoc external funding requests.

BACKGROUND

The CCMA Awards are Canada's premiere country music awards show, which encompasses a four-day celebration of Canadian country music, culminating in the CCMA Awards television broadcast where artists are recognized for excellence of achievement in recorded music in four categories presenting 41 awards. The 2018 CCMA Awards in Hamilton saw Alberta's own Terri Clark inducted into the Hall of Fame right behind Paul Brandt who was inducted in 2017, with a special tribute conducted in the National Music Centre located here in Calgary.

Hosting the CCMA Awards provides an opportunity for destinations to showcase themselves to the rest of Canada while providing enhanced exposure and resources to local artists and generating economic activity for the region. The CCMA Awards are in a growth trend where not only did the 2018 television broadcast see an overall increase of 24 per cent in viewers across live and encore broadcasts on CBC television, the organization's new digital strategy saw the 2018 CCMA Awards' social network reach 15.8 million people directly following the two-hour program, a substantial 13 million increase over 2017.

There are seven elements within the four-day program that require various venues for a wide variety of events. The Host Committee intends to showcase the National Music Centre, home of the Canadian Country Music Hall of Fame collection, East Village and the New Central Library, Arts Commons, the TELUS Convention Centre and the Scotiabank Saddledome. The CCMA Awards will also work with live music venues primarily along the Music Mile to present live performances by many of the CCMA nominees and past winners.

In 2019, it will have been fourteen years since the CCMA Awards have been hosted in Calgary. The Awards were a regularly occurring event in Calgary between 1992 and 2005, with Calgary hosting eight times during this period. Hosting the CCMA Awards provides the opportunity to re-introduce Canadian country music fans to all that Calgary has to offer.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The external Event Advisory Committee (EAC) has reviewed the proposal and determined it aligns with the Citizen Priorities and Council Directives for 2019-2022 and the Council Strategic Initiatives Fund (CSIF) guidelines, and therefore recommends supporting this request for funding.

The funds will be distributed as \$50,000 in 2018 and another \$50,000 in 2019. The CSIF receives \$360,000 annually, used for one-time events or the first of a regularly occurring event, which encourage innovation and have the potential to support or contribute to the priorities of Council.

**Community Services Report to
Regular Meeting of Council
2018 December 17**

**ISC: UNRESTRICTED
C2018-1439**

Canadian Country Music Association (CCMA) Awards

The requested funding of \$100,000 will be specifically used to showcase Calgary's musical talent and performing arts facilities, including the National Music Centre. Working in collaboration with schools in Calgary and rural Alberta, a fan-friendly and highly-shareable video will be created for social media promotion and the national broadcast. This will become a legacy initiative and friendly competition for future host cities to bring country music to a new generation of young fans and their communities.

Stakeholder Engagement, Research and Communication

The Event Advisory Committee (EAC), comprised of representatives from Calgary Arts Development, Calgary Economic Development, the Calgary Sport & Major Events Committee, Calgary Business Improvement Areas, Sport Calgary and Tourism Calgary, advises Arts and Culture - Calgary Recreation on all proposed events and festivals. The EAC provides tremendous expertise from a variety of vantage points, from business, to arts, sport and tourism. This committee meets monthly to oversee the process for evaluation of festival applications and recommends eligible festivals and events for subsidized City of Calgary support and services.

Strategic Alignment

Hosting the CCMA Awards supports Calgary's Citizen Priorities and Council Directives for 2019-2022, in particular the following:

A prosperous city – Calgary continues to grow as a magnet for talent, a place where there is opportunity for all...[where] travel and tourism needs to move to a new level with an enhanced focus on arts, culture, festivals, and winter activities.

This event also aligns with the Council-endorsed strategy developed by Calgary Arts Development Authority (CADA) titled "Living a Creative Life". It further aligns with imagineCALGARY's Plan which includes creative self-expression goals, and highlights the need for a wide range of opportunities for creative expression in Calgary. By 2026, imagineCALGARY's target is that 90 per cent of Calgarians report that participation in creative activities is an important part of their lives.

Social, Environmental, Economic (External)

Social

Over the past 42 years, since their inception, the CCMA Awards have not only served to recognize professionals in the industry, they also encourage children to get involved in music and recognize music teachers. Hosting the four-day CCMA event provides Calgarians with many free opportunities to connect with their favourite Canadian country musicians. CCMA estimates that 100 musicians and groups will be performing at events staged in venues throughout the city. An estimated 27,000 fans and industry professionals will benefit and actively take part in CCMA Country Music Week in Calgary. Hosting the CCMA Awards also provides the opportunity to promote and position Calgary as a burgeoning cultural epicentre in Canada that engages community spirit and involvement in the arts, while providing significant economic benefit to the city.

Community Services Report to
Regular Meeting of Council
2018 December 17

ISC: UNRESTRICTED
C2018-1439

Canadian Country Music Association (CCMA) Awards

Environmental

The proposed layout for the CCMA Awards in Calgary is based on a hub and spoke model which sets the National Music Centre as the hub of activity in East Village, easily accessible by public transportation. Multiple, walkable locations that span out towards downtown/Stephen Avenue, towards Inglewood and the Music Mile, as well as towards the Saddledome, assist in promoting responsible transportation options including the new bike share program in Calgary.

Economic

Based on economic impact data from the 2016 JUNO Awards in Calgary and the 2017 CCMA Country Music Week in London, ON, we project the following economic outcomes: \$3 million in spending from a projected 6,000 out-of-region visitors, a \$5 million boost to the provincial GDP, and \$9 million in total economic activity in Alberta. To enhance visitation, the Host Committee will develop a marketing and communications strategy to promote Country Music Week and attract out-of-region visitors.

Financial Capacity

Current and Future Operating Budget:

CCMA is seeking a financial commitment from The City of Calgary of \$100,000 over two years to be allocated to the local host committee for legacy initiatives, activation and a hosting program. The Government of Alberta and Tourism Calgary will be collectively contributing \$850,000 to support the local host and hosting rights. With private sponsors, the total budget for this event is estimated at \$2.5 million.

Current and Future Capital Budget:

Not applicable.

Risk Assessment

The City of Calgary would not be responsible for any losses incurred by the Calgary Host Committee. Any losses arising from the Host Committee will be the responsibility of Tourism Calgary.

REASON(S) FOR RECOMMENDATION(S):

The CCMA Awards are one of a handful of Canadian events that draw a national television audience for the arts. They serve to promote Canadian country music-makers, and showcase the music venues of each city in which they are held to over three million people, while enlivening the host city with a four-day event attracting local attendees and out-of-region visitors. By allocating \$100,000 to support this event in 2019, the Council Strategic Initiatives Fund will be helping to share with Canadians all that Calgary has to offer, including highlighting the National Music Centre as a premiere attraction for music-lovers.

Chief Financial Officer's Report to
Regular Meeting of Council
2018 December 17

ISC: UNRESTRICTED
C2018-1441

New Municipal Loan to Calgary Municipal Land Corporation

EXECUTIVE SUMMARY

Administration requests a new loan bylaw to provide up to \$6 million of interim financing to the Calgary Municipal Land Corporation (CMLC) from working capital funds to finance certain capital projects.

ADMINISTRATION RECOMMENDATION:

That Council:

1. Approve the allocation of up to \$6 million from The City's working capital funds to CMLC as a short-term loan that will be subsequently repaid through long-term loan refinancing using debenture funds provided by Alberta Capital Finance Authority and subject to:
 - a. the term of the short-term loan not exceeding 1 year; and
 - b. the short-term loan being made in accordance with the terms and conditions of a credit agreement between The City and CMLC, all in form and content acceptable to the City Treasurer.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 September 24, Council adopted Bylaw 37M2018 which authorized up to \$92 million in loans (ACFA Loans) from The City of Calgary (The City) to CMLC pursuant to Sections 264(1)(b) and 265 of the *Municipal Government Act* (R.S.A. 2000 c. M-26), for financing certain capital projects (Capital Projects) included in CMLC's 2017-2019 Business Plan and Budgets, which were approved by the Council of The City, as shareholder, on 2016 December 15.

On 2018 September 24, Council adopted Bylaw 2B2018 to borrow \$92 million from Alberta Capital Finance Authority (ACFA).

BACKGROUND

Under Bylaw 37M2018, the source of the funds to be lent to CMLC is limited to debenture funds issued by ACFA under Bylaw 2B2018. As a condition to any loan advances under Bylaw 37M2018, the existing credit agreement between The City and CMLC must be amended to reflect the additional borrowings contemplated under Bylaw 37M2018. The contemplated credit agreement amendments have not been completed and the next available window for drawdown from ACFA is not until March 15, 2019. CMLC has indicated a need for \$6 million in funds for the purpose of financing the Capital Projects in advance of the next allowable drawdown through ACFA and prior to finalization of an amended credit agreement. As such, Administration is requesting to advance \$6 million of working capital funds to CMLC in the form of a short-term loan to address this timing discrepancy, such short-term loan to be repaid in full through a refinancing to occur as part of the advance of debenture funds by The City to CMLC authorized by Bylaw 37M2018.

The monies contemplated to be lent by The City to CMLC under authority of this bylaw are an interim financing until the monies contemplated to be lent by The City to CMLC under authority of Bylaw 37M2018 are advanced and applied to refinance the \$6 million contemplated by this Bylaw.

Chief Financial Officer's Report to
Regular Meeting of Council
2018 December 17

ISC: UNRESTRICTED
C2018-1441

New Municipal Loan to Calgary Municipal Land Corporation

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Stakeholder Engagement, Research and Communication

None regarding this request.

Strategic Alignment

None regarding this request.

Social, Environmental, Economic (External)

The amount will be funded through The City's working capital funds.

Financial Capacity

Current and Future Operating Budget:

None regarding this request.

Current and Future Capital Budget:

None regarding this request.

Risk Assessment

None regarding this request.

REASON(S) FOR RECOMMENDATION(S):

Administration recommends this request to meet CMLC's requirements.

ATTACHMENT(S)

1. Attachment 1 – Loan Bylaw 63M2018

PROPOSED

C2018-1441
ATTACHMENT

BYLAW NUMBER 63M2018

BEING A BYLAW OF THE CITY OF CALGARY AUTHORIZING MUNICIPAL LOANS TO CALGARY MUNICIPAL LAND CORPORATION

WHEREAS the Council of The City of Calgary ("**Council**") is authorized to provide for the lending of money by The City of Calgary ("**The City**") to one of its controlled corporations pursuant to Sections 264(1)(b) and 265 of the Municipal Government Act, (R.S.A. 2000, c.M-26) and the regulations passed thereunder;

AND WHEREAS Calgary Municipal Land Corporation ("**CMLC**") is one of The City's controlled corporations;

AND WHEREAS Bylaw 37M2018 was passed on 2018 September 24, which bylaw, generally and among other things, authorized The City to lend up to \$92 million in debenture funds issued by Alberta Capital Finance Authority to CMLC for financing the construction of the 9th Avenue S.E. bridge, the Green Line interface (in Victoria Park) and the 17th Avenue S.E. extension (collectively, the "**Capital Projects**"), all of which were included in CMLC's 2017-2019 Business Plan and Budgets which were approved by Council, as shareholder, on 2016 December 15;

AND WHEREAS, prior to The City's receipt of the debenture funds contemplated in Bylaw 37M2018, Council deems it advisable for The City to provide interim financing, by way of an interim loan, to CMLC for financing the Capital Projects;

AND WHEREAS, the monies contemplated to be lent by The City to CMLC under authority of this bylaw are interim financing until the up to \$92 million contemplated to be lent by The City to CMLC under authority of Bylaw 37M2018 (the "**ACFA Loans**") are advanced and, as such, the loans contemplated by this bylaw are to be re-financed as part of the ACFA Loans;

NOW THEREFORE THE MUNICIPAL COUNCIL OF THE CITY OF CALGARY, DULY ASSEMBLED, ENACTS THE FOLLOWING:

1. The City shall lend to CMLC monies out of The City's working capital funds up to a maximum sum of \$6 million for the interim financing of the Capital Projects (the "**Loan**"). Such loan authorization is made on the condition that the Loan is in accordance with the terms and conditions outlined in the Second Amended and Restated Credit Agreement between The City, as lender, and CMLC, as borrower, dated 2010 July 23, as amended from time to time.
2. The Loan shall be advanced by The City to CMLC after:
 - a. Council has given three readings to this bylaw; and
 - b. upon receipt of a written request from CMLC and approval from the City Treasurer of The City.
3. The term of the Loan shall not exceed a period of 1 year. If and to the extent not repaid or re-financed, as contemplated below, prior to the maturity date of the Loan, the Loan

PROPOSED BYLAW NUMBER 63M2018

shall be repaid by CMLC to The City, in full, on the maturity date of the Loan. The total principal amount of the Loan may be re-financed through the issuance of the ACFA Loans prior to the maturity date of the Loan, and in such case, any accrued interest will be paid in full by CMLC at the time of the refinancing. Interest on the principal amount of the Loan outstanding from time to time will be calculated monthly at a rate equal to the average weighted yield on working capital funds calculated for the number of days in a given month, subject to a minimum interest rate of 1% per annum.

4. CMLC shall pay to The City a basic fee at rate equal to 0.25% per annum on the principal amount of the Loan outstanding from time to time, such fee to be calculated monthly.
5. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____

Deputy City Manager's Office Report to
Regular Meeting of Council
2018 December 17

ISC: UNRESTRICTED
C2018-1379

Social Procurement: State of Practice and Recommendations

EXECUTIVE SUMMARY

In response to Notice of Motion C2018-0396, Supply Management engaged Buy Social Canada who were selected by a competitive process to develop a scoping report on social procurement that includes best or evolving practices in other jurisdictions, risk analysis, industry perspective, review of relevant policies and practices at The City of Calgary, review of current legislation and Trade agreements and potential benefits to the community.

This report recommends that The City adopt a social procurement policy and strategy that will advance the utilization of existing procurement to create local social, economic and environmental value. The City will achieve this by initiating a three-year social procurement implementation strategy and expanding the Sustainable, Ethical, Environment Procurement Policy (SEEPP).

ADMINISTRATION RECOMMENDATION:

That Council:

1. Receive this report and attachments for information;
2. Approve the recommendations from page 17 of Attachment 1;
3. Approve the budget of \$505,000 as outlined on page 24 of Attachment 1, to be funded from the Budget Savings Account (BSA); and
4. Direct Administration to return to Council with an update no later than Q4 2019.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 April 05, Council unanimously adopted a Notice of Motion C2018-0396 (Attachment 2) directing Administration to develop a report on social procurement and report back to Council no later than Q4 2018.

BACKGROUND

Every purchase has an economic, environmental and social impact, whether intended or not. Social procurement is about capturing those impacts and seeking to make intentional positive contributions to both the local economy and the overall vibrancy of the community.

Historically, procurement has been about choosing the supplier offering the lowest price while still meeting technical requirements of providing high quality products or services at minimal risk. Social procurement is about “encouraging a shift towards procurement based on achieving multiple outcomes in addition to maximizing financial value”. It means using your procurement dollars to achieve overarching institutional, governmental, or individual goals such as environmental and social sustainability.

The adoption of a social procurement policy by The City of Calgary is timely in that it aligns with the adoption of other major Canadian municipalities such as Toronto, Montreal, and Vancouver who have recently adopted or are currently adopting similar and complementary social purchasing and Community Benefit Agreement policies and practices. Additionally, the adoption of a social procurement policy positions The City of Calgary to be prepared for the forthcoming social procurement and employment outcomes of the Community Employment Benefit requirements that may accompany federal and provincial infrastructure investments over the next ten years.

Deputy City Manager's Office Report to
Regular Meeting of Council
2018 December 17

ISC: UNRESTRICTED
C2018-1379

Social Procurement: State of Practice and Recommendations

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Historically, procurement was about choosing the supplier offering the lowest price while still meeting technical requirements of providing high quality products or services at minimal risk. Social procurement is about “encouraging a shift towards procurement based on achieving multiple outcomes in addition to maximizing financial value.” Social procurement is not the disregard for price, quality and environment but rather it is the transition to and/or the addition of a social value alongside quality, price, and environment in existing procurement policy, practice, and measurements.

Administration’s Recommendation

Based on the report (Attachment 1), Administration recommends that The City adopt a social procurement policy and strategy to create a Sustainable, Social, Ethical and Environmental Procurement Policy, that will advance the utilization of existing procurement to create local social, economic and environmental value.

The City will achieve this by initiating a three-year social procurement implementation strategy that will leverage a social, economic and environmental value from existing procurement.

- The City will establish a SSEPP Advisory Task Force with representation of The City, local business, industry and community to support SSEPP design, implementation, and evaluation.
- The City will explore implementation options and initiate pilot projects to test and design the inclusion of more small, medium sized businesses and social enterprises into direct procurement opportunities and into the supply chain of major contractors.
- The City will use an outcomes-based measurement and reporting process aligned with existing City of Calgary policies, programs and strategies.

Stakeholder Engagement, Research and Communication

Buy Social Canada, in preparing its report interviewed leadership from different Calgary construction companies through the Calgary Construction Association and the Alberta Roadbuilders & Heavy Construction Association. Also, they engaged different relevant business units and community stakeholder’s representatives including the International Avenue Business Revitalization Zone and Canadian Poverty Institute.

Additionally, as part of its research, Buy Social Canada conducted an online supplier survey from September – October 2018 to gather feedback from social enterprises, non-profits and purpose-driven businesses that are the most likely suppliers with whom to achieve social benefits through goods and services purchase contracts. In total, 78 responses were collected from a diverse group of stakeholders representing women, minority, Indigenous, disabled, LGBTQ+, cooperative and non-profit ownership models. Across 26 industries, 62% of respondents are working to advance outcomes for both people and planet through their business.

Strategic Alignment

Social procurement aligns with many Council priorities including a commitment to creating and sustaining a vibrant, healthy, safe and caring community that works for all today and tomorrow.

Deputy City Manager's Office Report to
Regular Meeting of Council
2018 December 17

ISC: UNRESTRICTED
C2018-1379

Social Procurement: State of Practice and Recommendations

This commitment has been expressed through policies, plans and strategies including the Triple Bottom Line Policy Framework, Calgary's Resilience Strategy (under development), the imagine CALGARY plan, and the 2020 Sustainability Direction. The City recognized the potential to achieve many of these objectives by leveraging its existing purchasing power with the adoption in 2008 of the Sustainable Environmental and Ethical Procurement Policy (SSEPP). The addition of social procurement would be the next step in leveraging procurement dollars to achieve greater community benefit.

A full review of The City of Calgary's social policy alignment can be found in Attachment 1.

Social, Environmental, Economic (External)

To ensure that SSEPP can achieve the designated and intended local social, environmental and economic value objectives, the enhanced policy design should begin with establishing a multisector SSEPP Advisory Task Force with defined timelines and benchmarks. Ongoing external stakeholder engagement throughout the design, pilot, development and evaluation process are necessary. A defined process for advice and feedback will support a less controversial transition and more effective process.

Financial Capacity

Current and Future Operating Budget:

The total projected budget for this three-year pilot and implementation plan provided is \$505,000.00.

Administration recommends that this project be funded from the BSA. This will cover the pilot project but does not include additional operating costs required to continue social procurement past the initial three-years.

Current and Future Capital Budget:

No impacts have been identified for this recommendation.

Risk Assessment

The top three risks identified with this project are internal and external resistance to change and additional costs to The City. Starting with a pilot project, engaging a cross-section of administration for the task force and implementing over a three-year period will help with change management. Additionally, monitoring of 'true' costs of goods, services, and construction and assessing against the social value creation of the new policy will allow true cost/benefit analysis. The full risk assessment including the level of risk and the treatment can be found in Attachment 1.

REASON(S) FOR RECOMMENDATION(S):

Social procurement is about capturing those impacts and seeking to make intentional positive contributions to both the local economy and the overall vibrancy of the community. Every purchase has an economic, environmental and social impact, whether intended or not. This work is very timely given The City's ongoing work towards building a more resilient, accessible

Deputy City Manager's Office Report to
Regular Meeting of Council
2018 December 17

ISC: UNRESTRICTED
C2018-1379

Social Procurement: State of Practice and Recommendations

and inclusive community. Additionally, the federal government have recently added a new requirement for Community Benefit Agreements for projects greater than \$25 million, where federal funding is used. This is an opportunity for us to be prepared for future federal government requirements while continuing to get the best value for tax payers dollars.

ATTACHMENT(S)

1. Attachment 1 – Report on Social Procurement State of Practice and Recommendations for NOM C2018-0396
2. Attachment 2 – Notice of Motion C2018-0396
3. Attachment 3 - Buy Social Canada Presentation - C2018-1379 - Social Procurement



Report for The City of Calgary

Social Procurement: State of Practice & Recommendations

RFP 18-1658

Prepared by:
Buy Social Canada CCC Ltd.

In collaboration with:
REAP Calgary
Momentum
Goss Gilroy Inc.

Contact Information:
David LePage, Managing Partner
david@buysocialcanada.com
337 Gore Ave.
Vancouver, BC V6A 2ZE
1.778.772.3472

November 29, 2018

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1. Executive Summary

In response to the April 2018 Notice of Motion and in fulfillment of the Contract for RFP 18-1658 – Social Procurement State of Practice Reporting, Buy Social Canada and our collaborating partners¹ submit the following report to The City of Calgary.

What is Social Procurement

Social procurement is a means to leverage an added and intentional social value from existing procurement.

Report Objective

The City of Calgary will adopt and implement a social procurement policy to achieve the greatest value for taxpayers' dollars, including economic, environmental and social value.

Key Recommendations & Policy Framework

The City of Calgary will build upon its history of leadership and success in blending economic development and sustainable procurement by enhancing its current policy to include a social procurement component. The new policy framework will amend current policy to create SSEPP: Sustainable, Social, Ethical and Environmental Procurement Policy.

The social procurement policy is a means to further the goals of multiple City of Calgary local business, social, and community-focused policies, frameworks and strategies².

The updated SSEPP will focus on intentionally creating community impact outcomes by integrating a social value into procurement policy, practice and award decisions.

Implementation Process

The City of Calgary will initiate a three-year social procurement implementation strategy that will leverage a local social, economic and environmental value from existing procurement.

- The City will establish a SSEPP Advisory Task Force with representation of The City, local business, industry and community to support SSEPP design, implementation, and evaluation.
- The City will explore implementation options and initiate pilot projects to test and design the inclusion of more small, medium sized businesses and social enterprises into direct procurement opportunities and into the supply chain of major contractors.
- The City will use an outcomes-based measurement and reporting process aligned with existing City of Calgary policy, programs and strategies.

¹ REAP Business Association, Momentum, Goss Gilroy Inc. – See Appendix H for Descriptions.

² See below Section C: Background and Calgary Context and Appendix C

Across the procurement process the SSEEPP policy will be descriptive in outcomes, not prescriptive in application to all procurement. The actual implementation of criteria and weighting will have to vary across the items purchased and type of service contracts based upon technical specifications, budget limits, and supplier availability.

- For instance, a landscaping, catering or building maintenance contract will have greater potential social weighting and consideration than perhaps the purchase of a complex engineering design contract or the purchase of vehicles.

Policy Outcomes

The key local economic and social issues that SSEEPP will contribute to addressing are:

- Increased access to City contracts will contribute to a more diverse, stronger and more resilient small and medium sized and social enterprises business sector
- Greater economic opportunity and integration for historically marginalized groups
- Increased apprenticeship, work-experience, and entry-level opportunities in the trades and other career-track employment, especially for traditionally marginalized community members, i.e. Indigenous, women and immigrants.
- The City of Calgary will be better prepared to respond to Infrastructure Canada's recent requirement for Community Benefit Employment Agreements for infrastructure investments³.

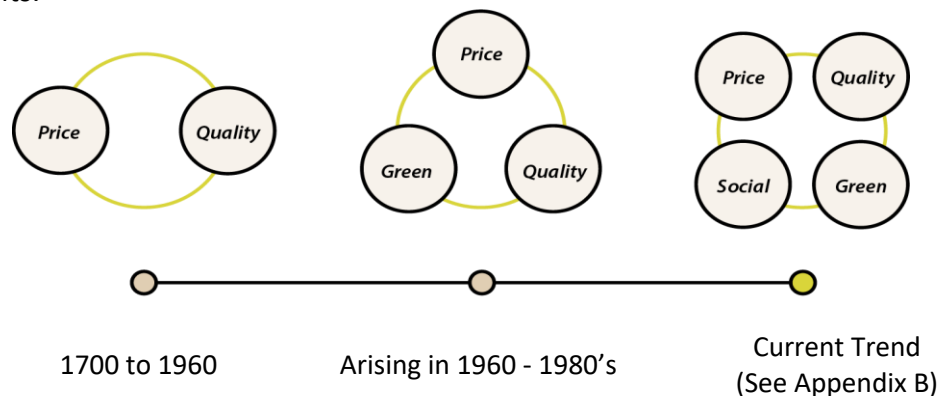
³ <https://www.infrastructure.gc.ca/prog/agreements-ententes/2018/2018-ab-eng.html>

2. What is Social Procurement

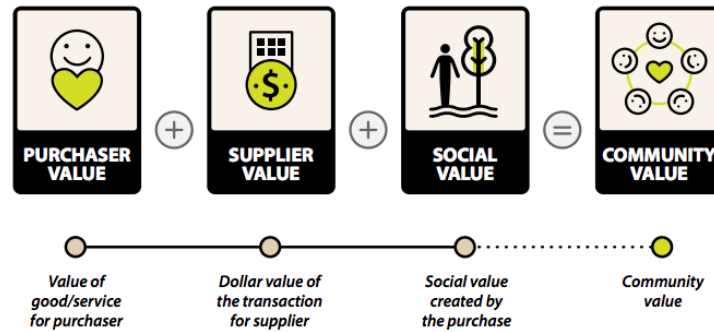
Introduction to Social Procurement

Every purchase has an economic, environmental and social impact, whether intended or not. Social procurement is about capturing those impacts and seeking to make intentional positive contributions to both the local economy and the overall vibrancy of the community.

Historically, procurement was about choosing the supplier offering the lowest price while still meeting technical requirements of providing high quality products or services at minimal risk. Social procurement is about “encouraging a shift towards procurement based on achieving multiple outcomes in addition to maximizing financial value.” It means using your procurement dollars to achieve overarching institutional, governmental, or individual goals such as environmental and social sustainability. Since 1969, procurement practices have evolved to include an environmental sustainability component, but in the last 15 years there has been a similar evolution to include a social value as well. Social procurement is not the disregard for price, quality and environment but rather it is the transition to and/or the addition of a social value alongside quality, price, and environment in existing procurement policy, practice, and measurements.



In the traditional procurement model, the value created is simply the economic value created by a mutually beneficial market transaction for both the buyer and seller. The purchaser receives value from the good or service procured from filling a purchasing need. The supplier receives value in the form of revenue. However, when we include a social value component in our supplier selection criteria, such as buying from a social enterprise, then the same market transaction creates additional value for the local community. Specifically, it creates value for three parties: the buyer, the seller, and the community.



From the adoption in 2002 of the initial environmental purchasing guidelines to the 2004 – 2008 development of the Sustainable Environmental & Ethical Procurement Policy (SEPP), Calgary has made a progression of significant policy decisions to intentionally leverage a community value from their existing purchases. These efforts and commitments were further confirmed in 2016 with The City’s participation in the global 100 Resilient Cities program.

The most recent iteration of this procurement policy evolution is the Social Procurement Motion of Council in April 2018, seeking a scoping report on social procurement. This motion is a continuation of Calgary’s leadership in the global trend toward social procurement.

The City of Calgary has been a leader in recognizing that its purchases have a ripple effect on the local economy, the environment and the social fabric of its neighbourhoods. In this action, Calgary is also aligning with the other major Canadian municipalities of Toronto, Montreal, and Vancouver who have recently adopted or are currently adopting similar and complementary social purchasing and Community Benefit Agreement⁴ policies and practices.

The adoption of a social procurement policy is timely in that it positions The City of Calgary to be prepared for the forthcoming social procurement and employment outcomes of the Community Employment Benefit requirements that may accompany federal and provincial infrastructure investments over the next ten years⁵.

In these current times of fluctuating international economic activities and changing trade agreements, adopting a social procurement policy is consistent with and supports the Calgary Resilient City goals of having “the capacity of individuals, communities, institutions, businesses,

⁴ Community Benefit Agreements, CBA, are legal agreements between government, developers / owners, and community stakeholders on achieving designed and mutual social, employment and procurement outcomes from major developments and infrastructure projects. www.buysocialcanada.com/guide

⁵ <https://www.canada.ca/en/office-infrastructure/news/2018/09/federal-provincial-and-territorial-infrastructure-ministers-working-together-to-build-stronger-communities-while-creating-jobs.html> and Bill C-344, currently pending before the Senate of Canada.

and systems within a city to survive, adapt, and grow no matter what kind of chronic stresses and acute shocks they experience⁶.”

“SEEPP not only promotes awareness of environmental and ethical issues, it also encourages supply chain practices that have a positive impact on social, economic and environmental sustainability. The City's SEEPP will be implemented in a phased approach and will gradually be applied to all City purchases⁷.”

The City of Calgary joins a group of municipalities, provinces, and countries in leading a trend of aligning purchasing practices with community objectives. A scan of these national and international social procurement trends, policies and implementation practices can be found in Appendix B.

Social Procurement & Trade Agreements

Social Procurement & Trade Agreements

The specific trade agreements that relate to The City of Calgary are the New West Partnership Trade Agreement, Canadian Free Trade Agreement (which replaced AIT last July) and Comprehensive Economic Trade Agreement between Canada and Europe.

- Trade agreements may establish parameters for the language you use and restrain the criteria you incorporate into your purchasing documents and processes, but it does not prohibit social procurement⁸.
- You cannot restrict competition to only local suppliers, but you can require community outcomes from all bidders.
- Trade agreements have exclusions for contracting with non-profit suppliers.
 - Toronto Housing uses this policy exemption to support employment opportunities

Trade agreements also allow exemptions for “legitimate public welfare objectives.”

- Manitoba Housing refers to this exemption in contracting with social enterprises that create employment opportunities for youth with barriers

There are certain exceptions to procurement under the NWPTA, including the following:

- Procurement of health and social services, and services provided by lawyers and notaries
- Purchases from philanthropic institutions, prison labour or persons with disabilities
- Purchases from a public body or non-profit organization

⁶ <http://www.calgary.ca/CS/Documents/ResilientCalgary/Calgary-PRA-100RC-Executive-Review-2018-03-08.pdf>

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⁷ <http://www.calgary.ca/cfod/finance/Pages/Policies/Sustainable-Environmental-and-Ethical-Procurement-Policy-SEEPP/Sustainable-Environmental-and-Ethical-Procurement-Policy-SEEPP.aspx>

⁸ https://ccednet-rcdec.ca/sites/ccednet-rcdec.ca/files/ccednet/ccednet-asiccc-primer_on_trade_agreements_for_social_purchasing.pdf

- Goods required to respond to an unforeseeable situation of urgency
- Goods intended for resale to the public

Canadian Free Trade Agreement includes the following exemption:

- Article 504 11 (i) (v) exempts procurement “from philanthropic institutions, non-profit organizations, prison labour, or natural persons with disabilities.”

Trade agreements also have financial thresholds, allowing low dollar value direct award procurement to bypass competitive tendering.

The NWPTA applies to municipal government procurement. It requires open and non-discriminatory procurement where the anticipated costs are at or above the following thresholds:

- \$75,000 or greater for goods and services
- \$200,000 or greater for construction

CETA

- Section 19.3.2 (d) Allows exemptions “relating to goods or services of persons with disabilities, of philanthropic institutions or of prison labour.”

It is worth noting that The City has to contemplate all trade agreements it is subject to and follow the one that is most liberal (open) towards trade.

3. Background & Calgary Context

Alignment with Municipal Policies, Plans & Strategies⁹

Over many years, The City of Calgary has engaged citizens, community organizations, and leaders in the business and non-profit sectors in an ongoing effort to realize a unifying vision of Calgary as a “great place to make a living, a great place to make a life.”

As early as 2002, City Council priorities included a commitment to creating and sustaining a vibrant, healthy, safe and caring community that works for all today and tomorrow. This commitment has been expressed through policies, plans and strategies including the Triple Bottom Line Policy Framework, the imagineCALGARY plan, and the 2020 Sustainability Direction. The City recognized the potential to achieve many of these objectives by leveraging its existing purchasing power with the adoption in 2008 of the Sustainable Environmental and Ethical Procurement Policy (SEEPP).

Ethical consideration in procurement examines items like the ‘ethical’ sourcing of materials in a supply chains and the labour practices of suppliers. It has generally been understood as to ‘do no harm’ through procurement. While a social procurement policy is understood to be a more proactive and intentional use of procurement to create opportunities to address social issues.

Over this same period, Calgary has experienced unprecedented growth, the worst economic downturn in a generation, and a slow and measured recovery. Certain challenges persist in our communities including poverty and income inequality, a limited supply of adequate and affordable housing, and barriers to employment and community integration experienced by many immigrants and Indigenous peoples.

Policy responses and strategies led by The City of Calgary and grounded in our communities show a willingness of Calgarians to address these issues. These include the Social Sustainability Framework, Calgary’s Corporate Affordable Housing Strategy, the Calgary Local Immigration Partnership, Enough for All Poverty Reduction Strategy, the Indigenous Policy and the development of a Gender Equity and Diversity Strategy, as well as a Social Wellbeing Policy.

In taking this next step to explore social procurement, The City is reaffirming its commitment to building a prosperous, well-run city that works for all Calgarians. The ability to build upon this foundation and potentially extend, enhance and integrate existing policy and practice is vital to the success of a social procurement process.

⁹ See Appendix C for Review of City of Calgary Social Policy

Resilient Calgary

Calgary's inclusion in the 100 Resilient Cities initiative also represents an exciting and timely opportunity to incorporate and coordinate efforts and initiatives already underway to address current challenges and build resilience for the future. The Preliminary Resilience Assessment identified several exploratory questions for which the strategic deployment of social procurement could provide some answers:

- With regard to economic resilience, what are the barriers to employment and economic participation for Calgarians and how can these barriers be best overcome, particularly for disadvantaged communities?
- With regard to inclusive leadership and decision-making, what are the economic arguments for reducing underemployment of diverse target populations and how can this benefit these populations and the city more widely?
- With regard to infrastructure resilience, how do we measure the value of infrastructure in enhancing quality of life and vibrant communities?
- How do we encourage a trusting environment that supports intentional risk-taking, innovation, and co-creation?

Specifically, the Preliminary Resilience Assessment indicated that The City has an obligation to help support our local economy in whatever way possible. The assessment also referenced that Calgary is faced with a changing labour market composition and needs to include more Indigenous peoples and people with disabilities. The report also highlights the value immigrants and newcomers bring to the local economy and workforce.

Social procurement offers a way to achieve these goals while enhancing the capacity of The City to create greater value for Calgarians. With the policy, practice and culture of The City already focused on building stronger communities, social procurement can be an important addition to the already existing City resources and processes. A social procurement policy will be designed to integrate and align with key policies, strategies and frameworks guiding the work of The City of Calgary in the coming years.

Calgary Community Issues

- In 2015, over 43,000 Calgarians earned income from employment greater than \$3,000 annually but did not earn enough to be above the Low-Income Measure¹⁰.
- Over a third of immigrants to Alberta have faced challenges finding employment that makes use of their qualifications due to difficulties in having their foreign education and work experience recognized¹¹.

¹⁰ <https://enoughforall.ca/wp-content/uploads/2018/05/Poverty-Snapshot-2018.pdf>

¹¹ Preliminary Resilience Assessment

- Demand for employment and training programs for people with low attachment to the workforce far outstrips supply. In 2017, Momentum, an organization offering self-employment training as well as pre-apprenticeship programs for a variety of skilled trades was able to accept just 20% and 10% of qualified applicants in each respective program stream¹².
- The employment and wage gaps between men and women in Calgary is persistently high with only 62% of women holding jobs (compared to 71% of men), while earning an average of 34% less than men¹³.
- Indicators of vulnerability, including prevalence of low-incomes, core housing need, and immigrant and / or visible minority status, are increasingly concentrating in specific areas of the city – most notably neighbourhoods in the northeast.
- Youth unemployment in Alberta was 13.2% in 2017, above the national average of 11.6%¹⁴. Only 38% of Calgarians agreed there were enough employment opportunities available for youth¹⁵.

Opportunities for Small Business

As part of our research, Buy Social Canada conducted an online supplier survey from September 25 - October 17, 2018 to gather feedback from social enterprises, non-profits and purpose-driven businesses that are the most likely suppliers with whom to achieve social benefits through goods and services purchase contracts. The survey sought to understand the extent to which these businesses are currently responding to City of Calgary contract opportunities as well as barriers to responding¹⁶.

In total, 78 responses were collected from a diverse group of stakeholders representing women, minority, Indigenous, disabled, LGBTQ+, cooperative and non-profit ownership models. Across 26 industries, 62% of respondents are working to advance outcomes for both people and planet through their business.

A social procurement policy will not solve all identified challenges, but a follow up survey in future years will assess possible progress on improving some identified issues to consider in future procurement process.

For instance, 86% of respondents had never responded to a government RFP, citing a lack of information about bid opportunities that are relevant to their business or that they don't know enough about the people, processes and policies to respond (87%), or that focus on lowest price makes government contract opportunities unprofitable for their business (18%). A

¹² Momentum's Trades Training and Self-Employment Programs: Data and Trends, 2008-2017. Unpublished, available upon request

¹³ <https://www.policyalternatives.ca/sites/default/files/uploads/publications/National%20Office/2017/10/Best%20and%20Worst%20Places%20to%20Be%20a%20Woman%202017.pdf>

¹⁴ <https://work.alberta.ca/documents/labour-profile-youth.pdf>

¹⁵ https://issuu.com/communityfoundationsofcanada/docs/calgary_fdn_vital_signs

¹⁶ See Appendix C – Review of City of Calgary Social Policy

common barrier was that there is no guarantee of a return on their investment of time and money to submit a proposal.

Therefore, the respondents indicated that for them to be successful the following preconditions would need to exist:

- Efficient process for identifying bid opportunities through coordinating organization(s)
- Training on how to respond to RFXs
- Support in developing bid responses and/or coordinating supplier collaboration opportunities
- Reduction of risk, through preferred vendor status, that investment of time and money won't yield a positive result

According to interviews with key informants¹⁷, there is a potential role for business associations, Business Improvement Areas (BIAs) and/or Business Revitalization Zones (BRZs) to act as coordinators of supplier opportunities. For example, International Avenue BRZ has a long history of partnering closely with The City of Calgary and local business owners. It represents 435 businesses along the 17th Avenue SE business corridor. Many of the businesses are owned and operated by newcomers to Calgary and serve a diverse population representing one of Calgary's richest cultural areas and also most challenged economically.

International Avenue BRZ has played a coordinating role in responding to City contracts and coordinating local businesses to deliver goods or service. One such example is public arts along the Avenue. With an investment of \$1.2 million supporting redevelopment of the area. International Avenue BRZ issued an RFP for public arts with a specific criterion that only local artists with a connection to Greater Forest Lawn could respond. There were 26 public art opportunities identified and 74 local artists responded. This example demonstrates the value a BRZ or business association can bring to social procurement, adding efficiency for both The City of Calgary and local business owners and supporting creation in the community.

Major Findings from Interviews with Construction Sector Representatives

The representatives of the construction industry in Calgary who were interviewed as part of this project have not been directly involved in a procurement that incorporated social procurement elements. However, they are broadly familiar with the goals of social procurement programs, the fact that The City of Calgary (as well as Edmonton) is considering establishment of a social procurement program, policy or framework, and related initiatives that are underway at the federal government level (i.e. Bill C-344), the provincial level, and other jurisdictions (e.g. Vancouver, Toronto and Wood Buffalo).

¹⁷ See Appendix D for list of key informants

The industry representatives stressed that they will need an in-depth description of how the policy could be structured and implemented before they can provide more detailed feedback. That being said, the representatives did highlight a few major themes or issues about a possible policy or framework. These included:

The companies are committed to community and social development.

- Companies are generally supportive of the goals for social procurement. Many of the companies have initiatives designed to support or give back to their communities. For example, one of the companies has established a “Building a Better World,” which involves a series of monthly initiatives designed to support various charities and development organizations in the community.

The major concern is that introduction of social procurement criteria into the purchase decision could have a very negative impact on the purchase process and outcomes.

There is an expectation that social procurement would most likely be implemented by incorporating broadly defined purchase criteria related to social benefits. Companies would be expected to demonstrate how their proposal would generate social benefits (which could be defined in many ways). As such, the nature of those benefits could vary widely from one proposal to another. Their concerns are:

- Application of the criteria could be very subjective, which would negatively impact on transparency and the perceived fairness (and, perhaps, actual fairness) of the process. It could be very difficult to compare the relative merits of one proposal with those of another.
- Some companies would seek to game the system. The criteria would give a competitive advantage to those suppliers best able to sell The City on their social benefits, regardless of whether their benefits are actually superior to what would be generated by another supplier.
- Some organizations, such as larger construction companies, would likely be in a better position to address social benefits in their proposal than small construction companies.
- It is unclear as to whether either the contractor or the supplier is in a position to determine on what types of community benefits the procurement should focus. Social procurement could be an answer to problems that have not been defined.
- At its worst, social procurement could lead to significantly less qualified suppliers being selected.

There were comments that social procurement adds to the costs of development.

- The representatives indicated that social procurement is often positioned as a strategy that generates benefits for the community without taking on any additional costs. In the opinion of the industry, social procurement would either directly increase costs to

the purchaser (i.e. increased design, construction and monitoring costs) or require cost reductions in the infrastructure being designed and developed to offset the additional costs. Costs would also increase if the process resulted in higher cost suppliers being selected.

The representatives expressed a range of opinions regarding whether The City of Calgary should introduce a social procurement policy.

- Half of the industry representatives recommended that The City of Calgary not introduce social procurement while others were either tentatively in favour or wanted to hold off judgement until they could review the proposed policy.
- If it is to be introduced, it was suggested that many of the industry's concerns could be mitigated by incorporating objective criteria and standardized requirements into the pre-bid information and throughout the procurement process documentation.
- In its simplest form, that could involve introducing a levy on projects, similar to the Public Art Policy, which sets aside a certain percentage for social investment (i.e. in training, employment subsidies or development of local suppliers). Alternatively, the RFP could establish specific targets regarding the intended benefits (i.e. hire or train a certain number of residents); companies would not obtain additional points for proposing additional benefits.
- Any policy that increases the employment demand for particular target groups (i.e. vulnerable or under-represented populations) should be matched with initiatives that will increase the supply (i.e. funding for entry-level training or workplace supports).

Such strategies have been effective elsewhere in both creating jobs for local residents and increasing industry's access to labour. It was noted that Calgary's economic slowdown in the past few years eased labour shortages in the construction industry; however, as a result of the rebounding economy, an aging workforce, and emigration, shortages are expected to increase over the next few years which will create increased demand for joint training and employment programs.

In summary, the industry has concerns about the impact of introducing a social procurement policy. However, many of these concerns and the associated level of pushback on any policy could be mitigated by consulting closely with the industry (through working groups and industry associations) and working with them and others in developing processes that are transparent, fair and effective.

A recent op-ed piece¹⁸ in the Edmonton Journal reflects similar position of the building trades when discussing the potential use of Community Benefit Agreements to increase training and employment opportunities for the next generation of skilled trades workers, and to support local businesses and communities if executed appropriately.

¹⁸ <https://edmontonjournal.com/opinion/columnists/opinion-community-benefit-agreements-can-work-for-albertans>

Risk Assessment

Risk Identification	Level of Risk	Risk Treatment
Resistance from departments who may have, or may perceive to have, an additional work load to implement a new policy and procedures.	High	<p>Change management issue. Limiting breadth of implementation may be necessary. Three-year implementation process may support transition.</p> <p>Staff may identify implementation barriers that need addressing or program implementation adjustments.</p> <p>Recognition of cultural shift and new procedures will require Internal information sessions, training and engagement of department personnel will be required. Internal 'champions' should be identified and supported across business units.</p> <p>Outcome measurements shared across The City may support policy implementation.</p>
Existing vendors, suppliers and contractors may negatively view a new policy.	High	<p>Change management issue. This process has to be part of promoting an open, fair and transparent procurement process for local small and medium sized and social enterprise businesses. Monitoring of contract results required.</p> <p>Vendors, suppliers and contractors may identify implementation barriers that need addressing or program implementation adjustments.</p>
This policy will mean additional costs will be incurred by The City.	High	<p>Yes, there are expected start-up costs outlined below.</p> <p>This has to be a key issue that will be monitored and measured through design and pilot stage.</p> <p>Monitoring of 'true' costs of goods, services, and construction and assessing against the social value creation of new policy will allow true cost / benefit analysis.</p>

The new policy will slow down and complicates The City's procurement process.	Medium	Change management issue. Changes will require assessment of process and departmental training during pilot stages to create appropriate templates and processes. Program implementation timelines may be important.
The City's reputation as fiscally responsible municipality may be 'tarnished'. Consideration of The City's reputation if policy is not adopted.	Medium	Monitoring of the project media coverage and communications strategy will alert any issues. Being an early adopter of an effective social procurement strategy, which includes measuring and reporting on local social and economic outcomes, should strengthen The City's position of responsibility to using taxpayers' dollars in best possible way.
Loss of future Federal government infrastructure investments that require a social procurement or Community Benefit Agreement policy be in place.	Medium	A social procurement policy in place will prepare The City to engage with other levels of government on opportunities and negotiations for infrastructure.
Negative community impacts and related costs of social programs continue or rise in future years.	Medium	Monitor and measure. The experience from other jurisdictions is that a social procurement policy in place could contribute to lower social costs, through lower use of emergency services, less petty crime, and increased income for historically marginalized community members.
The construction industry (i.e. the construction associations), is wary of a social procurement policy.	Medium	The sector is not steadfast against having a policy, only against having a bad policy. The City can overcome this concern by building champions and working with them in developing a policy that is "transparent, fair, and effective."
Evolving penetration of on-line markets and AI procurement fulfillment may challenge market share for local small and medium sized businesses.	Low	Evolving issue to monitor. A social procurement policy in place may increase, or at minimum protect, the opportunities for local small businesses and social enterprise to compete for bids and engage as sub-contractors for Tier 1 contractors.
The City will be challenged for transgressing trade agreements.	Low	The City has to contemplate all trade agreements it is subject to and follow the one that is most liberal (open) towards trade. Other levels of government, including municipalities have used social procurement policy without trade agreement challenges. See page 5 above.

4. Implementation Strategy

Key Recommendations

The City of Calgary adopt a social procurement policy and strategy to create a Sustainable, Social, Ethical and Environmental Procurement Policy, SSEPP, that will advance the utilization of existing procurement to create local social, economic and environmental value¹⁹.

The successful social procurement policy will integrate a social value into the existing SEEPP procurement process.

Recognizing the progress of the existing SEEPP to date, the emphasis of this next phase, SSEPP, will focus on intentionally creating a community impact outcome by including a defined social value into purchasing policy, practice and award decisions.

Across the procurement process a SSEPP policy will be descriptive in outcomes, not prescriptive in application to all procurement. The actual implementation of criteria and weighting will have to vary across the items purchased and type of service contracts based upon technical specifications, budget limits, and supplier availability. For instance, a landscaping, catering or building maintenance contract will have greater potential social weighting and consideration than the purchase of a complex engineering design contract or the purchase of vehicles.

The City of Calgary will initiate a three-year social procurement implementation strategy that will leverage a local social, economic and environmental value from existing procurement.

- The City will establish a SSEPP Advisory Task Force with representation of The City, local business, industry and community to support SSEPP design, implementation, and evaluation.
- The City will explore implementation options and initiate pilot projects to test and design the inclusion of more small, medium sized businesses and social enterprises into direct procurement opportunities and into the supply chain of major contractors.
- The City will use an outcomes-based measurement and reporting process aligned with existing City of Calgary policy, programs and strategies.

The recommendations suggest using a staged implementation process that will eventually include all construction and consulting contracts, which are currently outside of the scope of the current SEEPP policy. An eventual full integration will simplify and clarify the entire process for both the purchasers and the suppliers engaged with City procurement.

¹⁹ Ethical procurement is used to refer to a 'do no harm' policy approach; Social procurement is used to refer to an intentional 'create opportunities' approach.

Stakeholder Engagement Recommendations

To ensure that SSEEPP can achieve the designated and intended local social, environmental and economic value objectives, the enhanced policy design should begin with establishing a multi-sector SSEEPP Advisory Task Force with defined timelines and benchmarks.

The Advisory Task Force is a formal process for external stakeholder engagement throughout the design, pilot, development and evaluation process. A defined process for advice and feedback will support a less controversial transition and more effective process.

Recommend Advisory Task Force meet quarterly with semi-annual progress reports to Council.

Potential Task Force Members:

- Director of Supply Management - Co-Chair and Secretariat
- Director of Resilience and Infrastructure Calgary
- Director of Calgary Neighbourhoods
- Representative from Environmental and Safety Management
- Representative from Facility Management
- Office of Partnerships Representation, Anchor Institutions, Universities, Hospital, Calgary Board of Education, etc.
- City Corporations: Attainable Homes Calgary Corporation, Calgary Arts Development, Calgary Economic Development, Calgary Housing Company, Calgary Municipal Land Corporation, Calgary Technologies
- Major Supplier Representation: construction industry, goods and services
- Small Business and Social Enterprise Representation: BIAs and BRZs
- Community Representation: social services, employment developers, environmentalists

The SSEEPP Advisory Task Force will:

- Support and monitor integration into existing City of Calgary social objectives: Calgary's Resilience Strategy (under development), imagineCALGARY, Enough for All, etc.
- Inform City staff with stakeholder value and process issues
- Support mitigation of supplier and construction sector fears and perceived barriers
- Build relationships between suppliers and purchasers
- Identify social issues and measurable benchmarks for success consistent with existing City policy
- Identify 'low hanging fruit' and pilot project opportunities

Internal City departments will need to be provided with learning sessions and social procurement guidelines to effectively contribute to the program design, implementation and success.

Internal Stakeholders will have the capacity to:

- Identify key procurement opportunities from both the purchasing side and supply side
- Access internal learning and training opportunities
- Identify 'low hanging fruit' purchasing items and services within the existing annual expenditures of more than \$2 billion
- Engage and identify social procurement opportunities through Calgary Housing Company (CHC) which is a wholly-owned subsidiary of The City of Calgary with a mandate to manage approximately 10,000 housing units and programs with approximately \$100 million allocated to providing affordable housing options
- Attainable Homes Calgary Corporation (AHCC) is a non-profit social enterprise and wholly owned subsidiary of The City of Calgary, which may offer pilot project opportunities
- Examine contract opportunities emerging over next 1-5 years allowing potential proponents to prepare to bid successfully
- Work with major contractors and suppliers, Tier 1, to identify sub-contracting opportunities
- Work with social enterprises and small and medium businesses to identify capacity matching opportunities through a supplier capacity analysis

Opportunity Identification & Pilot Project Recommendations

A three-year progressive work plan for implementation will review, assess and adopt appropriate social procurement policy and practice options.

Pilot Projects to be Completed & Evaluated

Pilot an RFP in the service industry that exemplifies a fit for social procurement.

- Examples: catering, landscaping, packaging, fulfillment, etc.

Pilot a formal request process, RFx, in the construction industry that exemplifies a fit for social procurement.

- Example: Calgary Housing Company building repairs, renovations, and apartment turnovers

Identify and prepare a list of prequalified social value suppliers that provide low dollar procurement opportunities directly for Business Units.

- Example: Catering, couriers, temporary help, etc.

Pilot a purchasing process using the trade agreement exceptions to procure for time limited or specific tendering opportunities.

- Example: Temporary staff support for major events, gifts for visitors

Considerations for Potential Policy & Practice

Adjust the criteria requirements in all bid request documents to include social value considerations

- Weighting range dependent upon type of purchase
 - Example: Catering, landscaping, maintenance services versus vehicles or technical equipment

Increase supplier participation by revising supplier qualification and any preferred vendor process and requirements

- Simplify process and provide 'coaching' to increase awareness and participation by local businesses and social enterprises

Ensure the procurement process matches purchase quality, pricing and size of contract

- Short and simple whenever appropriate
- Identify commodities or services that could be purchased in smaller quantities, without disrupting costing or trade agreement principles
- Provide regular information and training sessions for current and potential suppliers

Redesign applicable purchasing policy, processes, selection and weighting criteria, and reporting by considering the following opportunities:

- Utilize trade agreement financial threshold opportunities to do small item purchasing:
- Examine historical purchases under the \$25,000 amount (Catering, printing, couriers, event supports, etc.)

Identify and work with potential social value suppliers to meet these purchasing needs

- Utilize the trade agreement exemptions that meet the "legitimate public welfare objectives"
 - Particularly in Calgary Housing initiatives to work with employment opportunities for residents, i.e.
 - Apartment and Unit refurbishing
 - Interior and exterior maintenance

Utilize trade agreement supplier exemption opportunities for non-profits and disability employers especially in creating entry level, transitional and targeted employment opportunities

- Calgary Housing initiatives to work with employment opportunities for residents, i.e.
 - Apartment and unit refurbishing
 - Interior and exterior maintenance
 - Social enterprises operated by charities and non-profits
 - Catering, cleaning, maintenance, recycling, etc.

Provide advance information on pending contract opportunities

- Minimum one-year notice will allow smaller suppliers time to plan, collaborate, or work with Tier 1 or Tier 2 contractors

Provide learning events and engagement activities

- Internal cross-department information sharing and training
- External cross-sector supplier and purchaser events

Encourage major suppliers, construction industry contractors to implement social procurement in their supply chain

- Include social value into large bid requirements
- Establish the % of social value is determined by scope and type of work
- Host trade shows for large contractors to meet social value suppliers

Outcomes-Based Measurement Recommendations

A major task of the implementation process is to create the appropriate goals, the measurement criteria, and the reporting methodology based upon and furthering existing policies, programs and strategies.

The measurement and reporting process should be simple, effective, and purposeful.

Drawing from the existing policy, programs and strategies, some of the key social issues that SSEEPP will strive to achieve are:

- A more viable, diverse and resilient small and medium sized business ecosystem through:
 - Increased market opportunities for smaller businesses and social enterprises²⁰
 - Increased knowledge of and opportunities to access City procurement
- Greater economic opportunity and integration for historically marginalized groups through:
 - Increased supplier diversity, such as Indigenous, immigrant, and women-owned businesses and social enterprises
 - Targeted training and employment opportunities for persons with barriers to employment
 - Increased access to City contracts for social enterprises

²⁰ Social enterprises are businesses with a social, cultural or environmental purpose; they prioritize community and stakeholder value over shareholder returns, reinvesting the majority of profits into social outcomes; many local social enterprises focus on employment for persons with barriers, youth, immigrants and Indigenous communities.

- Flexible and supportive employee benefits programs that improve financial literacy, wellness and resilience
- Apprenticeship, work-experience, and entry-level opportunities in the trades and other career-track employment, especially for traditionally marginalized community members, i.e. Indigenous, women and immigrants

In order to achieve the community-identified social value, the enhanced social procurement process will focus on and be measured against the following objectives:

- Increased access to contracts from The City procurement for small and medium sized businesses and social enterprises that demonstrate social value outcomes
- Increased opportunities for small businesses and social enterprises to access sub-contracting through enhanced relationships with The City's prime contractors
- Support for capacity building for small and medium sized businesses and social enterprises to be prepared to participate in sub-contract supply opportunities and Community Benefit Agreements
- The City of Calgary is better prepared to respond to recent Infrastructure Canada Community Benefit Employment Provincial Agreement requirements

An integral aspect of the design of the SSEEPP is to have annual reporting of the economic, employment and social value outcomes. Tracking and reporting systems will be based upon collecting existing data:

- The number and financial value of contracts maintained with local businesses and social enterprises
- The number and financial value of new contracts awarded to local businesses and social enterprises
- The number of targeted employment positions filled
- The number and financial value of supplier sub-contracts
- The number of apprenticeships and training positions created and completed
- Increased knowledge of procurement process for small businesses
- Increased knowledge from City staff on how to create social benefit through purchasing
- Increased number of small businesses responding to procurement opportunities

Initiate social value and financial measurements criteria, collect data, and share findings on identified objectives, i.e.:

- Number and dollar value of jobs created for targeted marginalized groups
- A count of equivalent Full Time Employees per contract, reported by supplier
- Amount of payroll to targeted employees, reported by supplier
- Contracts directed to or won by diverse suppliers and social enterprises
- Number of contracts awarded that have a social value component, reported by The City
- Dollar Value of Contracts that have a social value component, reported by The City

Assess annual City purchasing percentage awarded to small and medium sized businesses

- Assess by postal code

- Assess by business sector

Economic multipliers and employment based social return on investment proxies will be applied when preparing the annual reports.

The measurement process will be under the Supply Management Director and Resilience and Infrastructure Director

- Cross department engagement and training will be essential for success
 - Need to clarify accountabilities and expectations for reporting

Continuous Implementation Improvement

Assess internal implementation progress using an annual updated SSEEPP leadership questionnaire to evaluate social procurement progress toward the goals identified by the Task Force.

Incorporate language into selected RFx documents that promotes the self-reporting and engagement by suppliers that participate in social value adding activities.

Based the semi-annual reports from the Task Force and other feedback from stakeholders on the progress toward the desired social procurement outcomes, incorporate and test new evaluation criteria into procurement documents aimed to achieve those goals.

Proposed Budget & Resource Allocation

Purpose	Resources	Project Cost	Three Year Allocation
Secretariat for Advisory Committee	City Staff Position 50% FTE	\$75,000 Annually	\$225,000
Support for Advisory Committee	Facilitation Hospitality	\$50,000 Annually	\$150,000
Outcome Analysis	Measurement	\$20,000 Annually	\$60,000
Internal Staff Training	Trainers	\$15,000 Year 1 \$10,000 Year 2	\$25,000
Supplier Purchaser Engagement Events	Event Coordination Hospitality, Space	\$15,000	\$45,000
		Total	\$505,000

Contributing cash and in-kind resources to support the policy development, pilot programs and measurement process may be available from other levels of government, foundations, and Resilient City partners.

5. Leveraging Future Opportunities

Imagine a city-wide shared ambition, across multiple sectors, to leverage existing procurement to solve the city's major social issues? What if we could include the purchasing of the anchor institutions like the city's ten hospitals and five public post-secondary institutions. Add in the major non-profit and charitable organizations' buying power; and move the dial on the private sector's social purchasing.

The City of Calgary's leadership through the implementation of SSEEPP will build the foundation and influence the future of social procurement activity across the entire city's private and community sectors.

The SSEEPP policy has the potential to play a significant role in contributing to the creation of a healthy, sustainable and resilient city.

Appendices

Appendix A: Methodology

Phase 1: Workplan Development	Meet with Supply Management Business Unit
	Develop detailed work plan
	Have workplan approved
	Meet with Calgary staff prior to development
	Schedule to meet with Calgary staff throughout development
Phase 2: Research & Review	Review of Calgary's existing policy and programs
	Jurisdiction scan of social procurement practice and policy
	Review of international and interprovincial trade agreements
	Review of relevant federal/provincial legislation
	Develop and disseminate Calgary small business and social enterprise survey
	Conduct interviews with construction industry key informants and other community stakeholders (see tables below)
Phase 3: Analysis	Policy analysis of potential benefits
	Legal risk analysis (trade agreements)
	Political risk analysis
	Economic risk analysis
	Reputational risk analysis

Phase 4: Recommendations	Recommended key objectives
	Recommended framework and language
	Recommended strategy for measuring outcomes
	Review of fit and integration into existing City policies
Phase 5: Writing the Report	Draft final report based on above research and analyses and submit to The City
	Review feedback from The City
	Revise report accordingly
	Iterative revisions and feedback
	Submit final report
	Present report findings to The City
	Present report findings to City Council

Appendix B: Review of Social Procurement Policy & Models

Entity	Project / Pilot	Community Benefit Objective	Procurement Process applied	Outcome achieved?
Toronto Community Benefits Network & Metrolinx ²¹	Construction of transit infrastructure	Crosslinx Transit Solutions wins competitive tender for Metrolinx Eglinton Crosstown Light Rapid Transit Infrastructure. Their proposal included a plan to include procurement from local and social enterprises and employment, training and apprenticeship opportunities for local residents. Crosslinx works with Social Purchasing Project (SPP) which creates a pre-qualified list of social enterprises to meet the current and anticipated procurement needs for the infrastructure project. SPP also works with local/social enterprises to build business capacity (through scaling up, improving quality and delivery dates, and offering the right goods/services) to be able to meet these procurement needs.	Policy framework: Community Benefits Framework (2014)	As of December 2017: Apprentices Hired = 41 Professional Administrative Technical Positions Filled = 106 Value of Contracts Paid out to Social Enterprises = \$143,210 <ul style="list-style-type: none"> • A-Way – 14% • Eva's – 17% • Building Up – 26% • Steps – 32%
City of Toronto ²²	Social Procurement Program	Addresses economic disadvantage, discrimination, and barriers to equal opportunity, particularly among equity-seeking communities, that disproportionately experience unemployment and underemployment, discrimination, or barriers to equal opportunity. The policy applies to City of Toronto competitive purchases	Development of municipal policy	Examples: Regent Park Revitalization, which employed over 570 local residents Development of 1652 Keele Street Hub where 10 local youth were hired as apprentices to build a youth centre

²¹ http://www.communitybenefits.ca/eglinton_crosstown_community_benefits_program
https://www.buysocialcanada.com/s/Evas_CaseStudy.pdf

²² <https://www.toronto.ca/business-economy/doing-business-with-the-city/social-procurement-program/>

		above \$3,000 except as set out in the policy. Suppliers must be certified by a non-profit.		
City of Saskatoon ²³	New purchasing policy (December 2018)	Developed November 2018 for adoption December 2018: The new policy emphasizes best value rather than lowest price in the procurement of goods/services, which may include addressing economic, social, and/or environmental sustainability. The City of Saskatoon is undertaking further consultation to determine how to incorporate indigenous and social procurement.	Development of a municipal procurement policy	TBD
City of Montreal ²⁴	A pilot project facilitating relationships between 27 social economy enterprises and 7 major public institutions	Implemented by Conseil d'économie sociale de l'île de Montréal, the project spans over two years to encourage procurement by MUSH from social enterprises. Supports and training are provided for social enterprises. Public institutions are mobilized both politically and administratively. Networking between social economy enterprises and major public and private institutions is facilitated.	Program framework: l'Economie sociale – j'achete! (2013-2015)	The project has signed more than 200 contracts, valuing \$2.5 million Number of participating has increased from 7 to 19 institutions
City of Vancouver ²⁵	Construction and operation of casino and hotel resort	A Vancouver casino applied to move its operations and build an expanded urban resort and casino, including two hotels and eight restaurants. The "Inner-City Local Employment and Procurement Agreement" is put into effect—10% of wages must go to local hires, and 10% of materials	Negotiated Community Benefit Agreement	During construction, over 20% of construction labour was local and 11.7% of materials were procured locally During operation, local procurement is currently 23%

²³ https://www.saskatoon.ca/sites/default/files/documents/asset-financial-management/finance-supply/attach_1_-_summary_of_new_purchase_policy.pdf

²⁴ https://static1.squarespace.com/static/58530be0579fb3e60fd6b1a4/t/5a5d30aae4966b7d9b23d2f7/1516056754699/OCH_report_EN.pdf

²⁵ https://static1.squarespace.com/static/58530be0579fb3e60fd6b1a4/t/5b048902758d46ffe3011347/1527023887514/EMBERS_report_EN.pdf

		procured must be local purchases, as a condition of City approval.		
City of Vancouver ²⁶	Development of CBA Policy	Because of success of casino pilot project, Vancouver City Council adopts Community Benefit Agreement Policy for large scale sites over 45,000 m ² Requirements: 10% local hiring and 10% local procurement	Municipal policy	TBD
Manitoba Housing ²⁷	Social Housing Unit turnover	Targeted people with barriers to employment. Manitoba Housing started as a pilot project to contract energy retrofits in its units to social enterprises and evolved into the contracting of six social enterprises to do unit turnover renovations. A co-creation process with CCEDNet, a national association of organizations and people committed to community economic development, resulted in the Social Enterprise Strategy and a doubling of the social procurement commitment from \$5 million to \$10 million over three years. MH signed memoranda of understanding with these six social enterprises, formalizing the relationship and authorizing MH to directly award to them. A team of five within MH was formed that acted as an intermediary between the social enterprises and the operations staff within MH. The future intent is to increase the volume of trade and spread the process to other governmental departments.	Non-profit exemption – direct awards	An evaluation of the social procurement pilot project was conducted, finding that for every dollar invested \$2.23 of social and economic value was created.
BC Housing	Junk removal	Employment for persons with barriers	RFP language for social value,	11 jobs added capacity for social enterprise

²⁶ <https://vancouver.ca/people-programs/community-benefit-agreements.aspx>

²⁷ https://static1.squarespace.com/static/58530be0579fb3e60fd6b1a4/t/5a5d290ce4966b7d9b221fd4/1516054805353/MH_report_EN.pdf

			competitive bid process	
Ottawa Housing ²⁸	Lawn maintenance and landscaping; initially a pilot project, then competitive bid	Ottawa Housing hires a social enterprise landscaper for several of their properties, creating employment for social housing residents with barriers.	Added a 'value-added social enterprise' component to procurement policy by equally weighting financial and social value	Good Nature Groundskeeping gained a 3-year contract with OCH and added the social value to OCH's supply chain that they were seeking.
Federal Government of Canada ²⁹	Procurement Strategy for Aboriginal Business (PSAB) – Set-Asides	<p>The PSAB targets more than 37,000 Aboriginal-owned businesses, inclusive of sole proprietorships, limited companies, co-operatives, partnerships, and not-for-profit organizations. To qualify, more than 50% of the firm must be owned and controlled by Aboriginal people and at least one-third of the employees must be Aboriginal (for firms of 6+ full-time employees). Joint ventures are permitted, provided it meets the above criteria and must demonstrate for the duration of the contract that 33 percent of the value of the work will be performed by the Aboriginal business.</p> <p>The PSAB applies for contracts over \$5000 that primarily serve Aboriginal populations and encourages voluntary participation for other procurement opportunities whenever practical. These voluntary opportunities include encouraging existing contractors to subcontract to Aboriginal</p>	<p>Federal Framework for Aboriginal Economic Development (2009) & Trade Agreement Exemption</p> <p>The Agreement on Internal Trade (AIT) does not apply to any measure adopted or maintained with respect to Aboriginal people. It does not affect existing Aboriginal or treaty rights of any of the Aboriginal peoples of Canada under Section 35 of the Constitution Act, 1982. The International Trade Agreements allow for exemptions from their provisions for</p>	Since its establishment in 1996, more than \$3.3 billion over 100,000 contracts have been awarded to Aboriginal businesses.

²⁸https://static1.squarespace.com/static/58530be0579fb3e60fd6b1a4/t/5a5d30aae4966b7d9b23d2f7/1516056754699/OCH_report_EN.pdf

²⁹<https://www.aadnc-aandc.gc.ca/eng/1354798736570/1354798836012>

		businesses, as allowed by international trade agreements. All contracts are still awarded on a competitive basis, but contracts under PSAB are set aside for bids from qualified Aboriginal businesses only.	set aside for small or minority businesses. A contracting opportunity set-aside for Aboriginal suppliers is; therefore, not required to adhere to the provisions of these trade agreements.	
Government of the Netherlands ³⁰	Creation of sustainability criteria for publicly procured products	<p>Implementation: Minimum sustainability criteria (Criteria Documents) were created for the most commonly procured product groups, detailing how each product group can address sustainability. It includes language which can be copied directly into requests for tenders. Social Conditions or ethical procurement conditions based upon core ILO standards were incorporated into this policy for government tenders exceeding 250,000 euros.</p> <p>This Act also provides an obligation on contracting authorities to maximize the social return on investment of each purchase, requiring that sustainability be considered at all stages in the procurement process. This includes market consultations before the procurement process to inform businesses about upcoming procurement needs.</p> <p>The Dutch government grants preference when possible to social businesses which increase the</p>	Policy framework: Procurement Act (2012)	Near 100% of purchases in 2010 by the central government, 96% by the provincial governments, and 85% by the municipal governments followed Criteria Documents. A survey found that social procurement policies were used by over 40% of contracting authorities, however, other research suggests that procurers are not sufficiently engaged in applying social criteria to tenders. Social Return requirements may also be preventing SME participation due to their inability to, for example, employ more disadvantaged people.

³⁰ http://ec.europa.eu/regional_policy/sources/policy/how/improving-investment/public-procurement/study/country_profile/nl.pdf

		employment of disabled and disadvantaged people through its Social Return policy.		
Government of Scotland ³¹	Social procurement pilot projects resulting in Community Benefits Clause	<p>Pilot project in five cities for social procurement, focus on targeted employment and training.</p> <p>Scotland furthered the initiative by requiring contracting authorities to consider the relevance of Community Benefits (CB) clauses during the design of contracts for contracts valued at least 4 million pounds.</p> <p>Expanded objectives to include economic, social and environmental well-being more broadly, and to increase contract accessibility for small-medium enterprises and the third-sector (non-profits and social enterprise).</p>	Policy frameworks: Community Benefits in Procurement (2003), Community Benefits clause (2008), Procurement Reform (Scotland) Act (2014)	Success of pilot led to inclusion of Community Benefits (CB) clauses in its procurement policy. An independent evaluation found that two-thirds of public organizations used CB clauses between 2009 and 2014 and there were positive benefits for the targeted populations. Initiative was furthered due to its success.

East Side Road Authority

- Policy framework: East Side Road Authority Community Benefits Agreement and Aboriginal Procurement Initiative (2010)
- <https://digitalcollection.gov.mb.ca/awweb/pdfopener?smd=1&did=25207&md=1>
- The East Side Road Authority launched CBAs with the Aboriginal communities affected by infrastructure projects. These CBAs established contracts and training for community-owned construction companies for preconstruction work, as well as the hiring of 30% of total hours on road construction and 20% of total hours on bridge construction to local residents. This effort is an application of the Aboriginal Procurement initiative's objective to increase indigenous involvement in the Province's procurement practices.

Nova Scotia

- <https://novascotia.ca/tenders/policies-processes/public-procurement-act.aspx>
- Policy framework: Public Procurement Act (2011)
- Public sector organizations must consider "inclusiveness and fair wage" in competitive tenders. Aims to support social enterprises and business that employ minorities and

³¹ <https://www.gov.scot/Topics/Government/Procurement/policy/corporate-responsibility/Sustainability/CommunityBenefits>
<https://www.gov.scot/Publications/2008/02/12145623/1>

under-represented populations. Act creates and gives authority to a compliance officer (“Chief Procurement Officer”).

- This Act expresses a preference for suppliers for goods manufactured or produced in Nova Scotia valued up to and including \$10,000. This preference must be approved by the Executive Director.
- Auditor General report finds insufficient monitoring and enforcement of compliance, and procurement practices do not reflect the objectives set out in the Act.

Quebec’s Social Economy Action Plan

- <http://legisquebec.gouv.qc.ca/en/ShowDoc/cs/E-1.1.1>
- Policy framework: Social Economy Act (2013)
- Directs Ministers to consider social procurement. Establishes targeted measures to improve social enterprise/social economy. Creates an inter-departmental working group, led by the Ministry of Economic Development, Innovation, and Export Trade, to integrate social procurement into the existing public procurement process. Also includes awareness campaign within governmental departments and municipalities.

Ontario Pan Am Games

- http://www.auditor.on.ca/en/content/specialreports/specialreports/2015panam_june2016_en.pdf
- Policy framework: Social Enterprise Purchasing Strategy (2015)
- Headed by Ministry of Economic Development, Employment and Infrastructure. Uses Social Purchasing Project as an intermediary like the Community Benefits framework for Crosslinx.
- Criticized for too late of a launch – most of the contracts had been awarded, giving few procurement opportunities for local/social enterprises.

United Kingdom

- <http://www.legislation.gov.uk/ukxi/2015/102/contents/made>
- Policy framework: Public Contracts Regulations (2015)
- Generally follows the EU general procurement Directive, but adds some specific regulations regarding the participation of small- and medium-sized enterprises (SMEs) within procurement processes. The UK is generally concerned regarding the inclusion of social criteria adding cost and bureaucracy to the procurement process without any clear indication of benefits. Social procurement is generally conservative in tone in the UK, despite procurement Directives from the EU. In practice, the UK has failed to implement social procurement, and there is evidence in some sectors that contracting out has been used as a method to cut costs by undermining labour standards.

Province of Ontario Infrastructure Procurement

- <https://www.ontario.ca/laws/statute/15i15>
- Policy framework: Infrastructure for Jobs and Prosperity Act (2015)

- For long-term infrastructure planning and investment, and includes principles of community benefits, local job creation and training opportunities. Procurement process for infrastructure must include a plan of # of apprenticeships, in particular for underrepresented populations (women, new immigrants, at-risk youth, veterans, and indigenous persons).

European Union Procurement

- http://ec.europa.eu/growth/single-market/public-procurement/strategy_en
- Policy frameworks: Procurement Directive (2004), Socially Responsible Public Procurement (2010)
- Gives authority to add social and environmental considerations to public tenders. Used to promote employment opportunities for minorities, youth, “decent work” and social inclusion.

Western Australia Government Supply Policy

- https://www.finance.wa.gov.au/cms/Government_Procurement/ADEI/Australian_Disability_Enterprise_Initiative.aspx
- Provides exemption from procurement minimum requirements to direct award contracts to an Australian Disability Enterprise without a competitive tender. Resulted in low uptake by ministries within the government.
- Government provided a Social Innovation Grant to a collaboration of the Western Australian Disability Enterprises (WADE), funding two years for a project manager to facilitate collaboration between enterprises, assist with tendering processes, and broker negotiations with government procurement agencies. Department of Finance’s Client Procurement Services Team restructured one staff position to focus on social procurement and to work with WADE project manager. An internal champion raised awareness of the exemption clause and helped agencies incorporate this exemption into their own procurement. The government continues to fund one internal staff and the WADE project manager.

British Columbia

- <https://www2.gov.bc.ca/assets/gov/employment-business-and-economic-development/business-management/social-innovation/si-purchasing-guidelines.pdf>
- Policy framework: Social Impact Purchasing Guidelines (2011)
- Created by Ministry of Social Development and Innovation and established a BC Social Innovation Council. Resulted in a report recommending that ministries “take a leadership role” in establishing purchasing criteria to meet their social objectives.

Birmingham, UK

- https://www.birmingham.gov.uk/info/20215/procurement_services/524/birmingham_business_charter_for_social_responsibility
- Policy framework: Business Charter for Social Responsibility
- Municipal effort in the UK to promote social benefits in procurement.

	Tier 1 Social Responsibility does not apply	Tier 2 Light touch application tailored by contract or grant type	Tier 3 Fully consider Social Value and all action plan measures
Contract value or grant value as appropriate			
Contracts for Services	<£200k	£200k to £750K	Over £750K
Contracts for supply of Goods	< £1m	£1m to £5m	Over £5m
Contracts for execution of Works	< £1m	£1m to threshold in Article 4(a) Directive 2014/24/EU*	Over threshold in Article 4(a) Directive 2014/24/EU*
Grants	< £200k	£200k to £750K	Over £750K

Appendix C: Review of City of Calgary Social Policy

Using the 2019-2022 Council Directives for One Calgary as an organizing frame, the following City of Calgary policies, strategies and frameworks were reviewed to identify how incorporating social procurement into an enhanced SSEEPP can contribute to meeting The City's priorities and aspirations.

Council Directives

A Prosperous City means supporting the continued growth, diversification and resilience of Calgary's local economy in a way that ensures opportunity for all.

A City of Safe and Inspiring Neighbourhoods means Calgarians live in complete communities that include accessible services and thriving local businesses.

A Well-Run City means embracing appropriate levels of risk, innovation and experimentation to deliver value to Calgarians through collaboration and integrated service delivery.

Social procurement can contribute to these goals by promoting:

- Greater economic opportunity and integration for historically marginalized groups
 - Increased supplier diversity, such as Indigenous, immigrant, and women-owned business
 - Living-wage employment opportunities for people facing barriers to employment
 - Flexible and supportive employee benefits programs that improve financial literacy, wellness and resilience
 - Apprenticeship, work-experience, and entry-level opportunities in the trades and other career-track employment for historically marginalized groups
- A more diverse and more resilient small, medium and social enterprise ecosystem
 - Increased market opportunities for local businesses and social enterprises
 - Increased recirculation of money in the local economy as well as increased charitable donations and employee volunteerism
- Adoption of best practices for continuous improvement

Review of City of Calgary Policies, Frameworks and Strategies

Economic Opportunity & Integration	
Municipal Development Plan	<ul style="list-style-type: none"> • Communities should be planned according to the following criteria for complete communities and provide: <ul style="list-style-type: none"> ○ Diversified employment opportunities that are integrated into the community or easily accessible by a number of modes of travel;

	<ul style="list-style-type: none"> ○ Neighbourhood stores, services and public facilities that meet day-to-day needs, within walking distance for most residents;
Preliminary Resilience Assessment	<ul style="list-style-type: none"> • Economic Resilience <ul style="list-style-type: none"> ○ What are the barriers to employment and economic participation for Calgarians and how can these barriers be best overcome, particularly for disadvantaged communities? • Inclusive Leadership and Decision Making <ul style="list-style-type: none"> ○ What are the economic arguments for reducing underemployment of diverse target populations and how can this benefit these populations and the city more widely?
Calgary Economic Development: Building on Our Energy (2014) & Calgary in the New Economy (2018)	<ul style="list-style-type: none"> • Expand work-integrated learning programs • Enhance program access to diverse communities • Pilot/scale nimble short-term programs to re-skill workers • Increase economic participation for the underrepresented and underemployed
Enough for All	<ul style="list-style-type: none"> • Encourage inclusive business practices that build community in the workplace and provide high quality employment to all Calgarians through practices such as: <ul style="list-style-type: none"> ○ the adoption of ethical procurement policies, ○ payment of living wages, ○ providing key employment supports for vulnerable workers (e.g. childcare, transportation and housing support), ○ progressive hiring practices to ensure diversity, ○ opportunities for workers with disabilities ○ transparent performance reporting. • Work with The City of Calgary and United Way of Calgary to develop living wage policies and encourage others to adopt similar policies.
Welcoming Community Policy	<ul style="list-style-type: none"> • The City will work with other partners and support inter-departmental, inter-governmental and community collaboration to encourage and promote full integration of immigrants'

	<p>participation in the social, economic, political, recreational and cultural aspects of our community.</p>
Triple Bottom Line / 2020 Sustainability Direction	<ul style="list-style-type: none"> • A city that attracts, develops, and retains - Calgary attracts business, new citizens, and visitors through its reputation as a vibrant city with a strong sense of place where we put learning, creativity, and liveability first. • A focus on people and community - All Calgarians have access to meaningful employment and the ability to achieve individual economic well being. • The City encourages participation from the general public, non-profit organizations, commercial enterprises and persons from vulnerable or disadvantaged groups, and to fulfill its responsibilities for participation through effective communication and education
imagineCalgary targets	<ul style="list-style-type: none"> • By 2036, alternative ways to measure economic well-being are commonly used to support sustainability principles in decision-making. • By 2036, full employment of the labour force (defined as unemployment below five per cent) is sustained. • By 2036, the high school graduation rate for individuals up to age 21 increases to 95 per cent, and 75 per cent of adults aged 21 to 25 complete a post-secondary or vocational education program. • By 2036, 95 percent of entrants in trades-related programs complete their programs and 98 per cent of graduates are employed in their fields of study within six months of graduation. • By 2036, all adult immigrants to Calgary have the opportunity to integrate into the economy through employment or entrepreneurial activity at the same participation or success rate as other Calgarians. • By 2036, healthy seniors have the opportunity to be engaged in fulfilling work that contributes to the economy and/or the community. • By 2036, 95 per cent of all people living in Calgary are at or above Statistics Canada's Low-income Cut-off (LICO) rates; there is no child poverty.

White Goose Flying Report	<ul style="list-style-type: none"> • Explore initiatives in response to the Truth and Reconciliation Commission Call to Action #7: Improve educational and employment gaps.
Calgary Local Immigrant Partnership – Local Settlement Strategy	<ul style="list-style-type: none"> • Undertake actions that make the labour market in Calgary more equitable for immigrants to enter and participate. • Undertake actions that help to integrate immigrants into the Calgary labour market in a timely manner.
Diversification, Innovation and Entrepreneurship	
Municipal Development Plan	<ul style="list-style-type: none"> • Supporting business and investment <ul style="list-style-type: none"> ○ Attract and retain suitable business and industry in Calgary by fostering economic diversification and providing a climate that supports and enhances economic activity. ○ Remain open to innovation and provide flexibility to accommodate the changing needs of business.
Preliminary Resilience Assessment	<ul style="list-style-type: none"> • Economic Resilience <ul style="list-style-type: none"> ○ How can we best retrain and reutilize existing human and capital assets and resources as Calgary transitions to a more diversified economy less vulnerable to commodity price fluctuations?
Triple Bottom Line / 2020 Sustainability Direction	<ul style="list-style-type: none"> • A focus on business and enterprise - Calgary's economy is diverse and supports locally owned and operated businesses that re-invest back into the community
imagineCalgary	<ul style="list-style-type: none"> • By 2036, the number of environmentally sustainable and commercially viable value-added products and technologies produced in Calgary increases by 100 per cent. • By 2016, Calgary has a strong and diverse portfolio of locally based businesses. • By 2036, the number of environmentally sustainable and commercially viable value-added products and technologies produced in Calgary increases by 100 per cent. • By 2036, Calgary's non-oil-related industries grow by 50 per cent.

	<ul style="list-style-type: none"> By 2010, all public institutions and organizations implement sustainability principles (e.g. Melbourne Principles) in decision-making and reporting, using tools such as triple bottom line.
Enough for All	<ul style="list-style-type: none"> Support Community Economic Development activity by establishing a Social Business Centre and Community Investment Fund to provide resources, training, mentorship and support for the development of cooperatives and social enterprises and corporations interested in pursuing B-Corps certification. Resources to help companies work with their supply chains to incorporate inclusive and sustainable practices.
Community Economic Development Neighbourhood Framework	<ul style="list-style-type: none"> In a strong neighbourhood, residents support local business and local business supports community. CSWs build relationships with local businesses, help to facilitate learning opportunities about community economic development and support marginalized residents to develop and incubate small businesses and other opportunities for supplementary income generation.
SEEP	<ul style="list-style-type: none"> Taking a leadership role in market development for green and ethical, or otherwise sustainable products; and, Promoting innovation and enhancing access to green and ethical products to lower costs of sustainable purchasing over time. Develop a supplier community that exhibits leadership in corporate social responsibility through their efforts to continuously improve best practices that protect the welfare of workers and the environment while maintaining a competitive position in the market;
Calgary Economic Development: Building on Our Energy (2014) & Calgary in the New Economy (2018)	<ul style="list-style-type: none"> Build on our business strengths, infrastructure and location to strategically grow non energy-related sectors. <ul style="list-style-type: none"> Identify and encourage local procurement opportunities Provide business and entrepreneurs the support to grow. <ul style="list-style-type: none"> Develop pathways to entrepreneurship for future leaders and youth. support for entrepreneurs to launch and grow their businesses

Adopting Best Practices	
SEEP	<ul style="list-style-type: none"> • Embed ethical, environmental and economic performance criteria into all City supply chain procedures, processes and activities; • Support the purchase of goods and services that will enhance and protect the environment, protect the welfare of workers and represent best value for the corporation; and • Advance a corporate culture at The City that recognizes and places a priority on sustainability.
Preliminary Resilience Assessment	<ul style="list-style-type: none"> • How do we encourage a trusting environment that supports intentional risk taking, innovation and co-creation? • Economic Resilience <ul style="list-style-type: none"> ◦ What governance structures, human resources, and other assets are required to enhance Calgary's ability to attract business and talent that benefits the community as a whole in the long run?
White Goose Flying	<ul style="list-style-type: none"> • Explore initiatives in response to the Truth and Reconciliation Commission Call to Action #92: Apply reconciliation in corporate sector policy and core operational activities
Indigenous Policy	<ul style="list-style-type: none"> • The City of Calgary, when updating existing policies and/or practices, will strive to understand the potential impacts on Treaty 7 First Nations and other Indigenous communities. • The City of Calgary will explore opportunities for Administration to collaborate with Indigenous communities to produce inclusive and equitable amendments to include Indigenous practices. • The City of Calgary, when developing new policies and/or practices, will explore opportunities to collaborate on meaningful and innovative strategic directions and approaches with Treaty 7 First Nations and other appropriate Indigenous communities.
Enough for All	<ul style="list-style-type: none"> • The City of Calgary will further support community economic development by revising its Supplier Code of Conduct to award additional points in the bid process to cooperatives, social enterprises and private corporations with strong corporate social responsibility programs.

	<ul style="list-style-type: none">• Work with The City of Calgary to support neighbourhood-based community economic development activities by providing training to Community Social Workers and Community Recreation Coordinators, to enable them to build opportunities in priority neighbourhoods.
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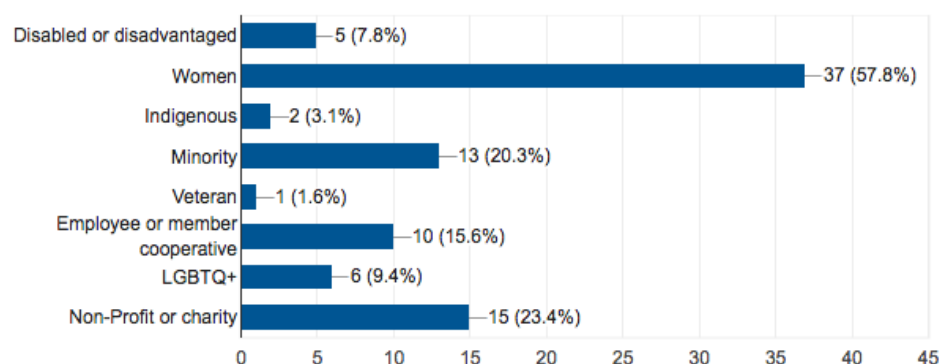
Appendix D: Key Informants

The names of key informants have been withheld from the public facing documents as a matter of confidentiality and privacy.

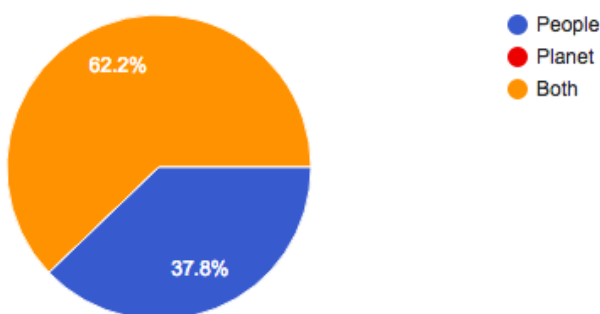
Appendix E: Local Small and Medium Sized Business Social Procurement Survey Results

This survey was intended to determine the extent to which supply exists to meet The City of Calgary's demand for goods and services that achieve social impact. It gained insights into the types of barriers that social enterprises face in responding to and delivering on government bid opportunities. A total of 78 social enterprises, non-profits and charities responded to the survey, and were asked 18 questions that considered their experiences responding to government RFPs. Certain questions have fewer responses depending on the type of information requested.

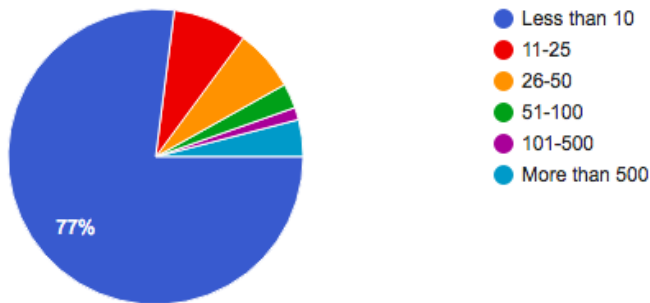
1. Is your local business or social enterprise owned by one of the following?
(64 responses)



2. Does your local business or social enterprise have a mission that is focused on advancing outcomes for people or planet?
(74 responses)

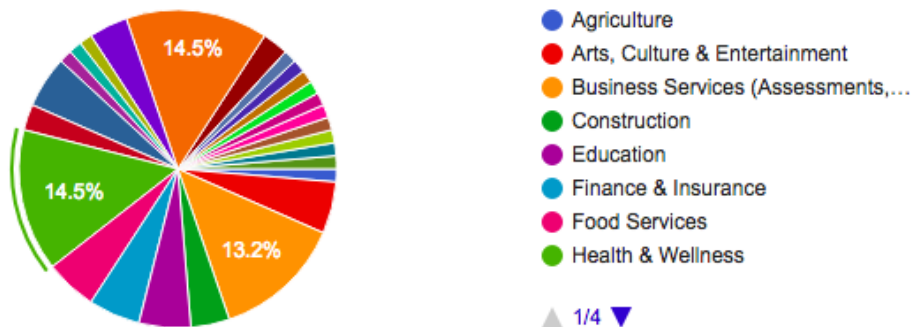


3. How many FTEs has your business or social enterprise employed in the past 12 months?
(74 responses)

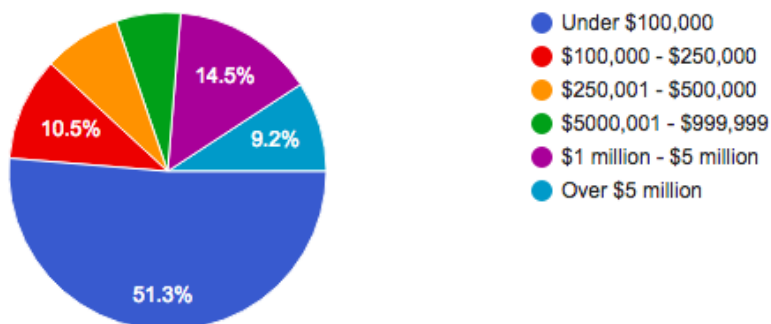


4. In what industry does your local business or social enterprise operate?
(76 responses)

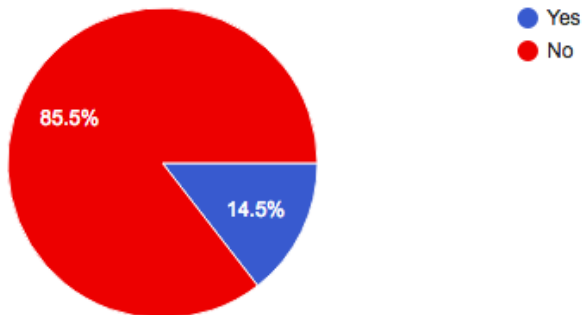
Health & Wellness: 14.5%
Retail: 14.5%
Business Services: 14.5%



5. What is your annual business revenue or operating budget for the last fiscal year?
(76 responses)



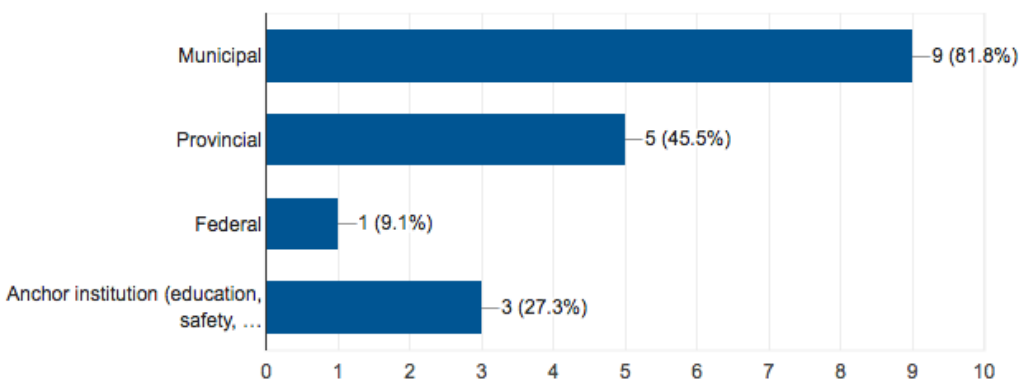
6. Has your business or social enterprise bid on government contracts in the past?
(76 responses)



7. Why not?
(66 responses)

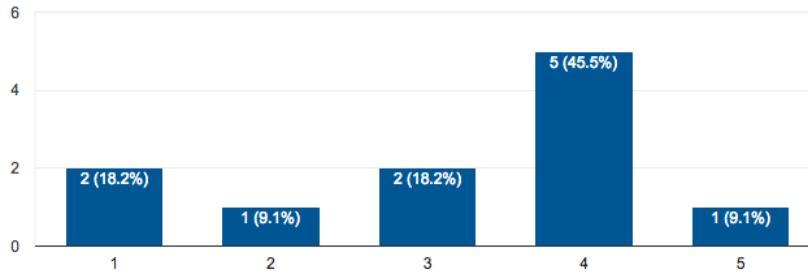
- 54.5%: Lack of information about bid opportunities that are relevant to my business or social enterprise
- 48.5%: I don't know enough about the people, processes and policies to respond
- 25.8%: My business or social enterprise is too small to respond
- 21.2%: The focus on lowest price makes it unprofitable for my business to respond
- 15.2%: My business or social enterprise doesn't have enough capacity to deliver

8. For which level of government was the contract you bid on?
(11 responses)

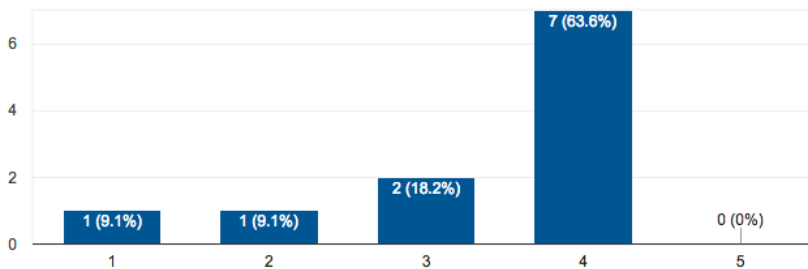


9. On a scale 1-5 please rate the following aspects of the bidding process.
(11 responses) 1 = did not meet expectations; 5 = exceeded expectations

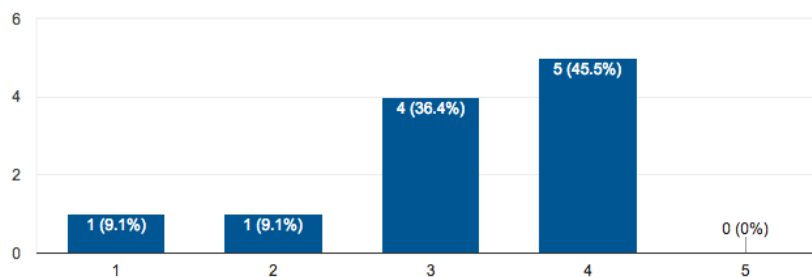
a. Reasonable timeline to prepare a bid:



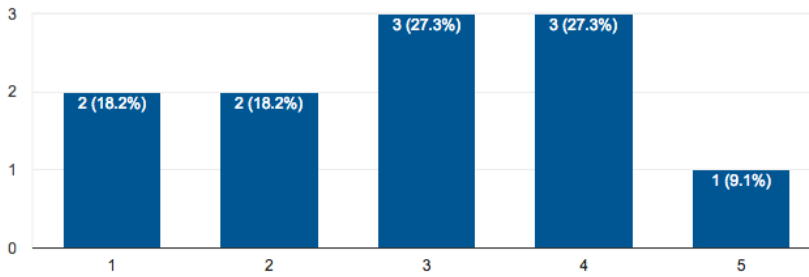
b. Terms of service/supply were fair and clear:



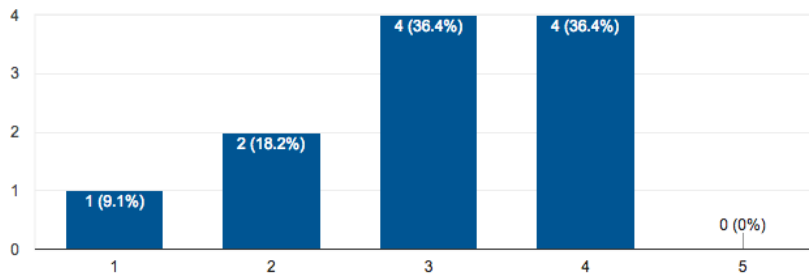
c. Timeline for delivery was reasonable:



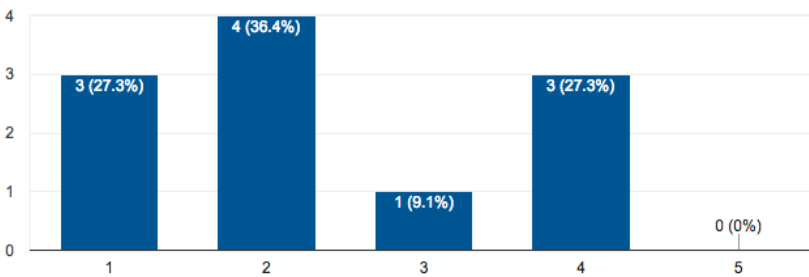
d. Procurement contact was responsive and/or the online system was easy to use:



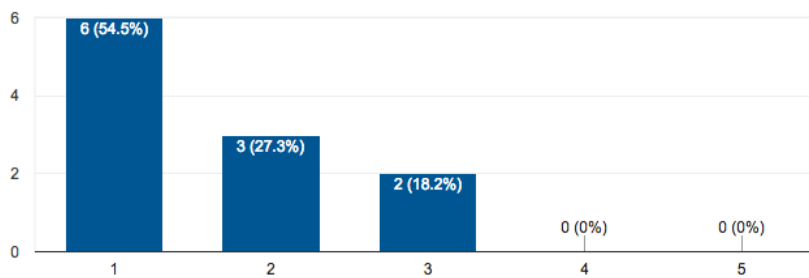
e. Evaluation criteria were fair and clear:



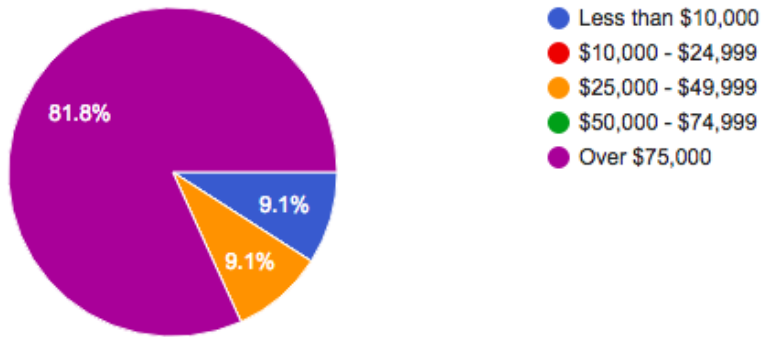
f. Clear and useful feedback were provided:



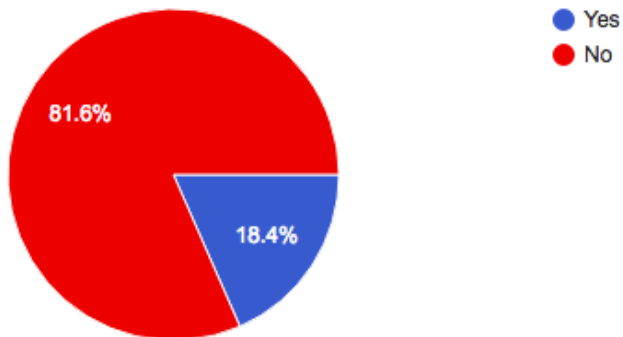
g. Incentives were provided for social development:



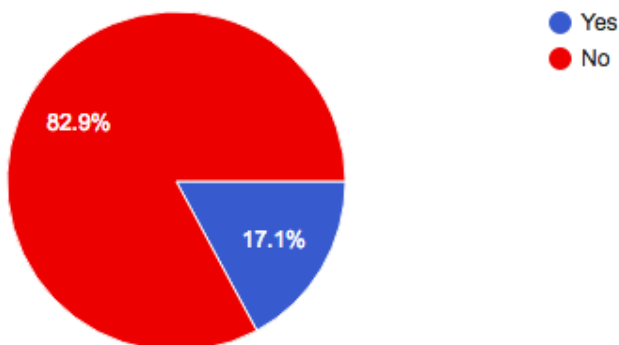
10. What was the value of the contract opportunity?
(11 responses)



11. Do you have an employee or contractor whose role is to identify bid opportunities?
(76 responses)



12. Do you have someone whose primary function is procurement?
(76 responses)

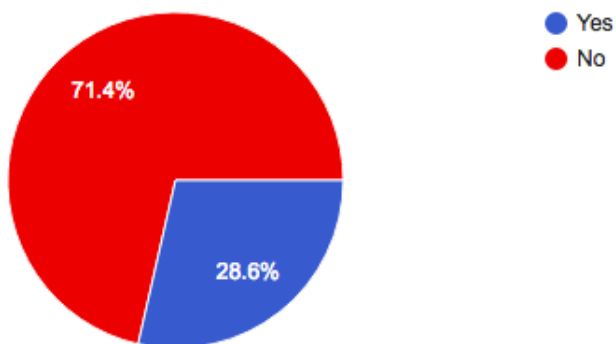


13. What are the barriers that prevent you from responding to more opportunities for government contracts?
(55 responses)

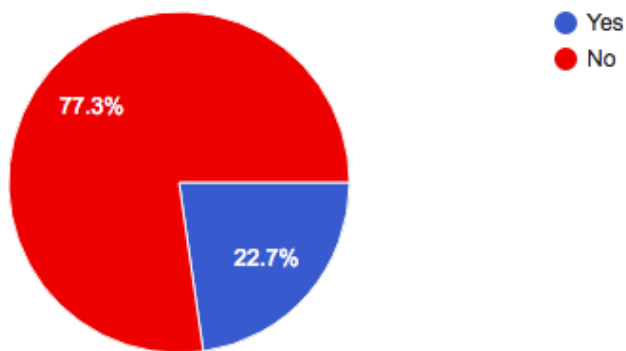
Common responses included:

- i. Not enough capacity (staff, time, money)
- ii. Lack of awareness or knowledge
- iii. Unable to compete with national and global organizations

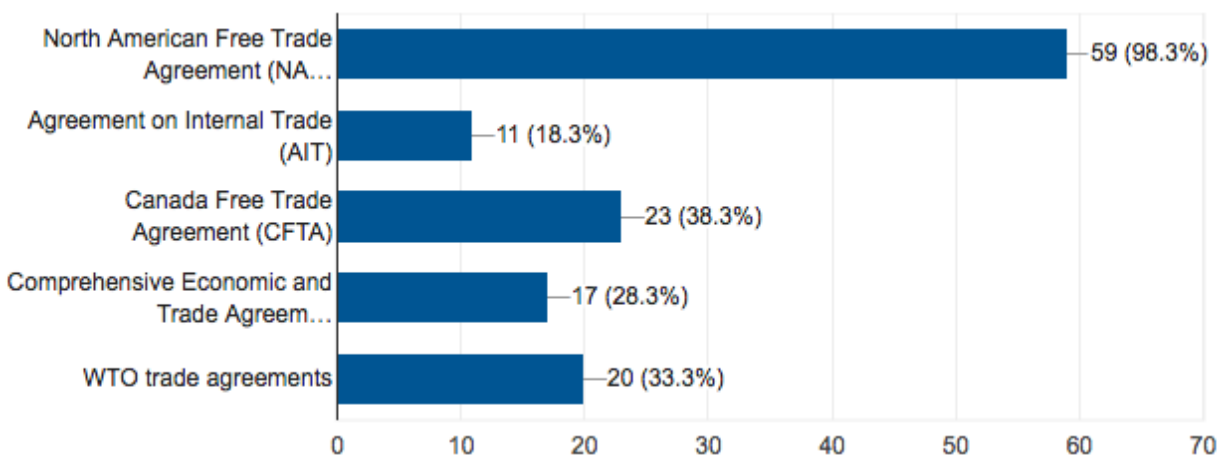
14. Are you aware of MERX?
(77 responses)



15. Do you have a subscription to MERX?
(22 responses)



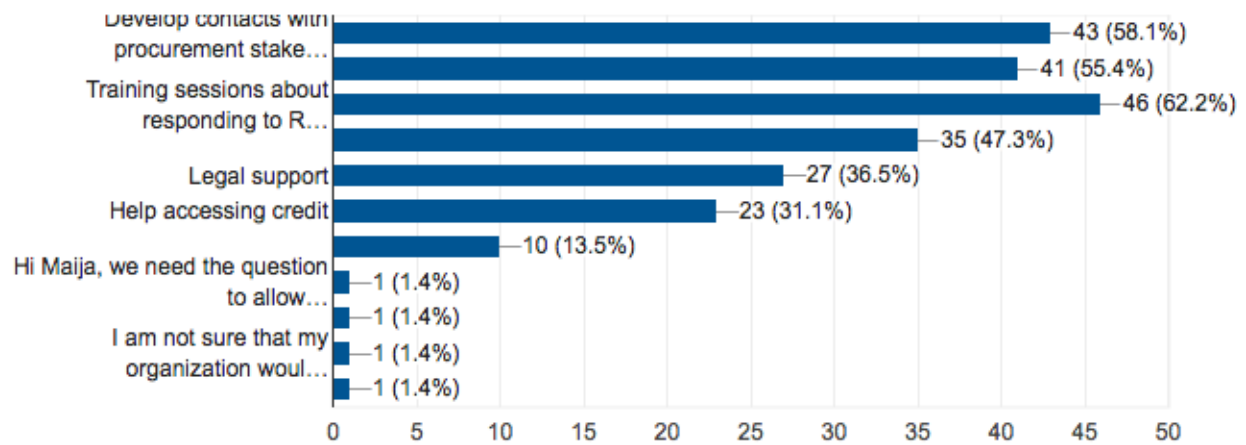
16. Are you familiar with trade agreements?
(60 responses)



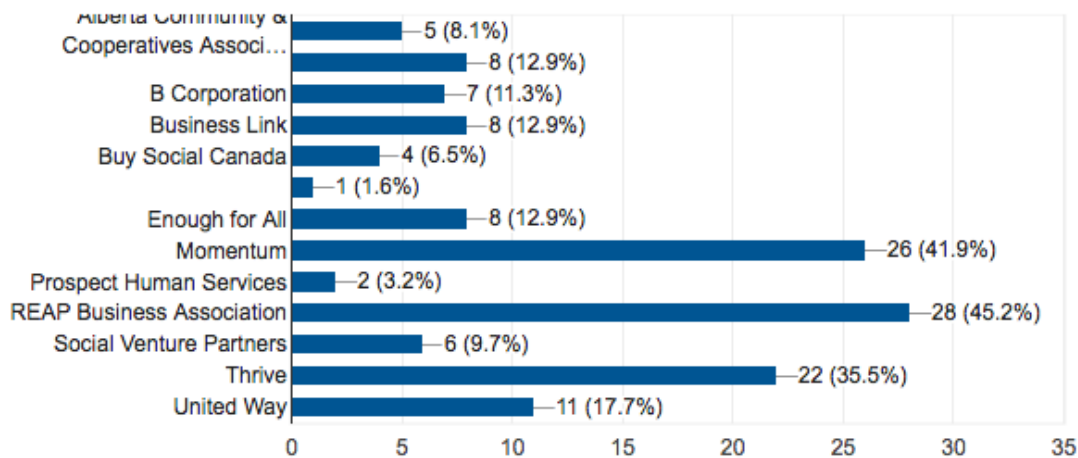
17. Which of the following capacity building resources would be helpful to your local business or social enterprise in order to support your bids for government opportunities?
(74 responses)

58.1%: Develop contracts with procurement stakeholders

55.4%: Support businesses and social enterprises to partner on proposal responses
62.2%: Training sessions about responding to RFPs
47.3%: Infrastructure to help with responses to complex proposals
36.5%: Legal support
31.1%: Help accessing credit
13.5%: Nothing would prompt me to respond to more government bids



18. Are you a member of any of the following networks?
(62 responses)



Appendix F: A Guide to Social Procurement

Buy Social Canada recently developed A Guide to Social Procurement, an interactive introduction to the why, what, and how of social procurement in Canada. It is written for several audiences: organizations taking the necessary steps towards social procurement implementation; others considering whether to or how to integrate social value into their current procurement practices; or simply those curious about social procurement more generally. It includes relevant worksheets and exercises to guide you through the implementation process for your specific organization, whether you are a non-profit, a corporation, a small business, an anchor institution, or any level of government. To supplement the core material in this guidebook, we have included several real examples of emerging policy and practice, as well as case studies of social enterprises, social purchasing, and community benefit agreements.

The guide is available for free download at <https://www.buysocialcanada.com/guide>

Appendix G: Guidelines to the Procurement Obligations Trade Agreements

These Guidelines were developed in 2014 by the Governments of British Columbia, Saskatchewan and Alberta to assist procuring entities in understanding their procurement related obligations under the following domestic and international trade agreements. They are available [at this link](#).

A Primer on Trade Agreements was prepared by Canadian Community Economic Development Network, CCEDNet, and Accelerating Social Impact, it can be found [at this link](#).

Appendix H: Description of Contributing Organizations

Buy Social Canada

Buy Social Canada is a Community Contribution Company, CCC, that works with social enterprises to increase their business opportunities and grow their social impact. BSC supports the enhancement and growth of social procurement through webinars, workshops and consultation. We work with community, private sector, and government to support the development of policy and resources to strengthen local and regional social procurement initiatives. www.buysocialcanada.com

REAP Business Association

REAP officially launched in 2008 with three Founding Members and has since grown to 130 Southern Alberta businesses and non-profits. Collectively its' members represent more than \$21 billion in revenue, 4300 Calgary area jobs, \$25 million in local charitable donations, 93 000 volunteer hours, and millions of tonnes of waste and CO2 diversion each year. REAP programming educates buyers about the triple bottom line benefits of choosing ethical products and services and connects business leaders for the purpose of learning and collaborating for shared prosperity. Together we are forging a new economy that benefits both people and planet. <https://www.belocal.org/>

Momentum

Momentum is a change-making organization that takes an economic approach to poverty reduction and adds a social perspective to economic development initiatives. Momentum offers programs and services for people that are living on low incomes, support to communities and businesses to build and sustain the local economy, and community leadership working with community partners, academics, civil servants and elected officials to support innovative systems-change approaches to poverty reduction. <https://momentum.org/>

Goss Gilroy Inc.

Goss Gilroy Inc., is a privately-owned Canadian management consulting firm offering a wide range of services to public, not-for-profit and private sector clients. Founded in 1981, it has a staff of over 20 professionals. GGI's reputation in this area rests on our expertise in developing rigorous designs for key documents, policies, practices, tools and templates, drawing from best practices, risk analyses, performance measurements, and observed value-for-money and rigorous stewardship standards. <http://www.ggi.ca>



Report Number: C2018-0396

Meeting: Combined Meeting of Council

Meeting Date: 2018 April 05

NOTICE OF MOTION

RE: Social Procurement Exploration

Sponsoring Councillor(s): Councillor Gian-Carlo Carra
Councillor Diane Colley-Urquhart
Councillor Druh Farrell

WHEREAS social procurement leverages existing purchasing to advance positive economic and social development outcomes and is an innovative adaptation of current procurement processes to achieve broader citizen quality of life goals, within existing budgets.

AND WHEREAS by expanding the traditional understanding of best value in procurement, to include the generation of positive societal benefits, The City of Calgary is working to maximize community benefits and returns for local taxpayers.

AND WHEREAS social procurement supports Citizen Priorities and Council Directives by supporting 'A WellRun City' through innovative management by creating process that support community engagement and resilience.

AND WHEREAS a strategic social procurement strategy at The City supports several strategic priorities of The City including; Enough for All, The City's Resiliency Strategy, and many of the targets developed through imagineCALGARY.

AND WHEREAS social procurement aligns with other key City policies and initiatives, in particular the Sustainable Environmental and Ethical Procurement Policy (CFO008), the Triple Bottom Line Policy (LUP003), the Environmental Policy (UEP001) and Fair Calgary Policy (CSPS019).

AND WHEREAS social procurement is an international trend and municipalities around the world are working toward including social criteria in procurement programs. The following Canadian municipalities have already implemented social procurement programs;

- The City of Toronto Social Procurement Program aims to create jobs and drive economic growth in the city. It is comprised of two components: Supply Chain Diversity, and Workforce Development. (Source: <https://www.toronto.ca/business-economy/doing-business-with-the-city/social-procurementprogram/>)

- The City of Vancouver's Healthy City Strategy focuses on developing a healthy city for all including the creation of meaningful and supported employment for person(s) with barriers to employment. (Source: <http://vancouver.ca/people-programs/healthy-city-strategy.aspx>)
- The Regional Municipality of Wood Buffalo has developed a Social Procurement framework, to help improve small business opportunities and social enterprise access to government contracts. The Social Procurement framework ensures that goods and services are still accessed through a competitive and transparent bidding process, while proactively also seeking to achieve community benefits, by taking a much more strategic approach to procurement.
(Source: https://www.rmwb.ca/MunicipalGovernment/municipal_departments/SCM/Doing-Business/Social-Procurement.htm)

AND WHEREAS The City must consider how new trade agreements are removing barriers to trade which could create both challenges and opportunities for social procurement.

NOW THEREFORE BE IT RESOLVED that Council direct Administration to provide a scoping report on social procurement no later than Q4 2018 which may include:

1. An inventory of best or evolving practices in other jurisdictions, risk analysis, industry perspective, review of relevant policies and practices at The City of Calgary, review of current legislation and Trade agreements and potential benefits to the community. (N.B. External consultant expertise will need to be engaged for this activity. Supply Management has a maximum budget of \$25,000 available for the report.)
2. Recommendations to Council on how to best approach implementation of social procurement at The City of Calgary which will include direction on the implementation of a social procurement strategy and possible extension of the Sustainable Ethical Environmental Procurement Policy (SEPP).



Report for The City of Calgary Social Procurement: State of Practice & Recommendations

RFP 18-1658





Report for The City of Calgary

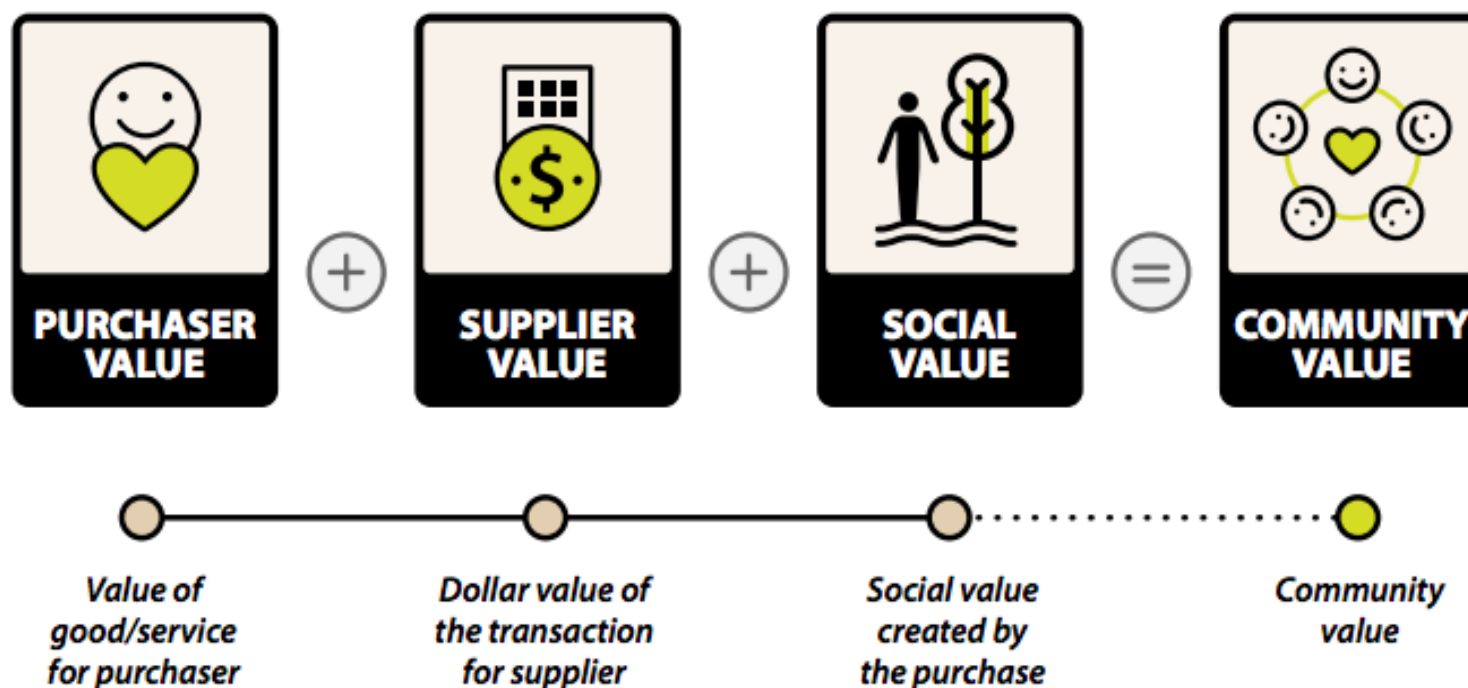
Social Procurement:

State of Practice & Recommendations

RFP 18-1658



Social procurement leverages an added and intentional social value from existing procurement.



MAKING LIFE BETTER EVERY DAY

C2018-1379
Attachment 3

When we focus on ‘best value for money’ procurement is much more than a financial transaction; it is a tool for building healthy communities.



The Goal: A Healthy Community

C2018-1379
Attachment 3

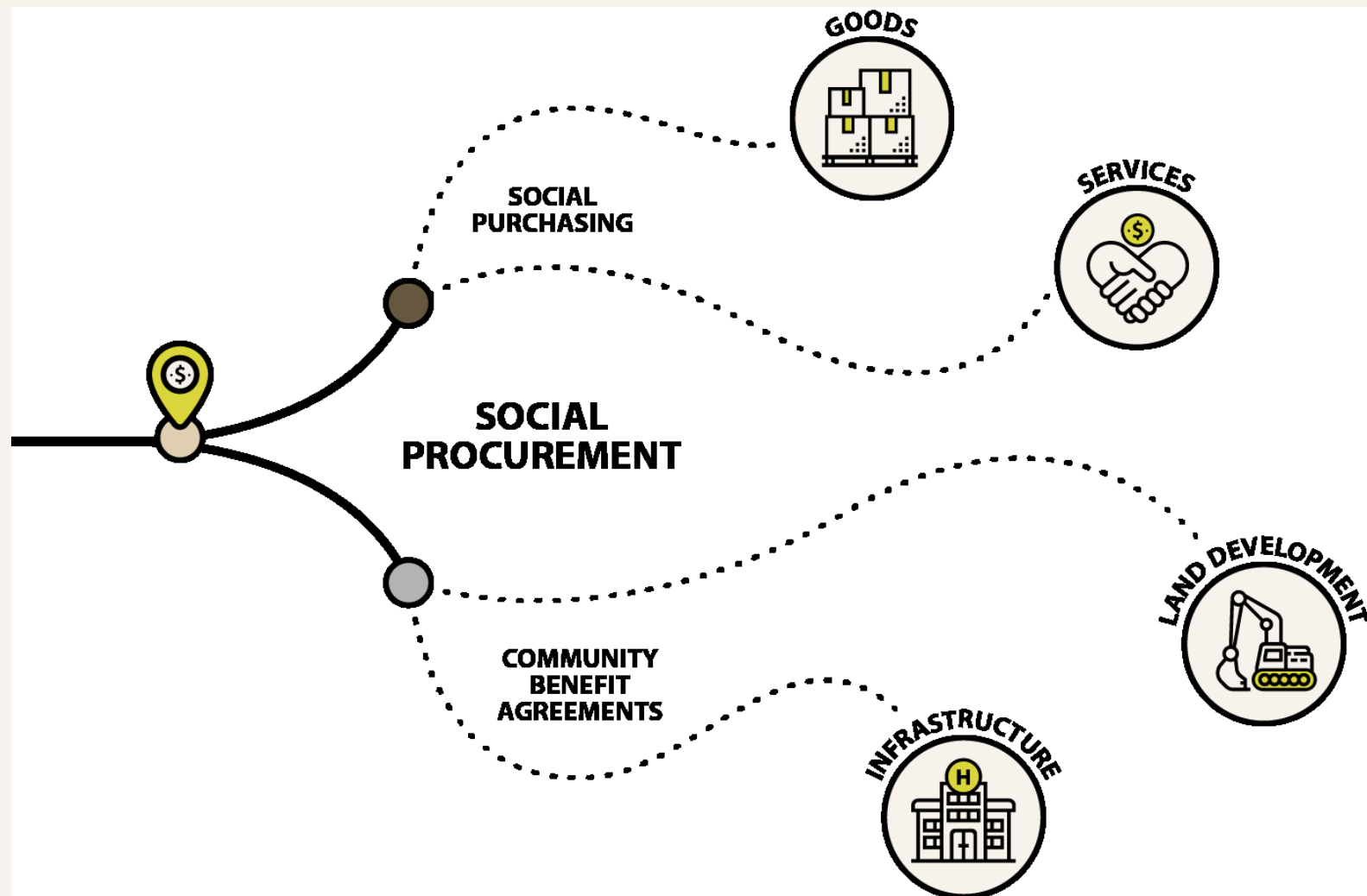


Social Procurement Contributes To The City of Calgary Policies

C2018-1379
Attachment 3



Social Procurement Pathways





Potential Social Procurement Outcomes

A more diverse, stronger and more resilient small and medium sized and social enterprises business sector

Greater economic opportunities and integration for historically marginalized groups

Increased apprenticeship, work-experience, and entry-level opportunities in the trades and other career-track employment, especially for traditionally marginalized community members, i.e. Indigenous, women and immigrants.

The City is prepared to respond to Infrastructure Canada's recent requirement for Community Benefit Employment Agreements for infrastructure investments.

-

Three-year social procurement implementation strategy:

- **Establish a SSEEPP Advisory Task Force** with representation of The City, local business, industry and community to support SSEEPP design, implementation, and evaluation.
- **Explore implementation options and initiate pilot projects** to test and design the inclusion of more small, medium sized businesses and social enterprises into direct procurement opportunities and into the supply chain of major contractors.
- **Use an outcomes-based measurement and reporting process** aligned with existing City of Calgary policy, programs and strategies.

Three Year Investment

C2018-1379
Attachment 3

Purpose	Resources	Project Cost	Three Year Allocation
Secretariat for Advisory Committee	City Staff Position 50% FTE	\$75,000 Annually	\$225,000
Support for Advisory Committee	Facilitation Hospitality	\$50,000 Annually	\$150,000
Outcome Analysis	Measurement	\$20,000 Annually	\$60,000
Internal Staff Training	Trainers	\$15,000 Year 1 \$10,000 Year 2	\$25,000
Supplier Purchaser Engagement Events	Event Coordination Hospitality, Space	\$15,000	\$45,000
		Three Year Total	\$505,000

Yes, but...

Is it legal?

What about trade agreements?

Trade agreements may apply, and require parameters for language:

You cannot restrict competition, but you can require community outcomes from all bidders.

Trade agreements have exemptions for contracting with non-profits

Trade agreements have financial thresholds

Buy Social Canada

In collaboration with:

REAP Calgary

Momentum

Goss Gilroy Inc.

Contact Information:

David LePage, Managing Partner

david@buysocialcanada.com

December 17, 2018



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

**ISC: UNRESTRICTED
CPS2018-1098**

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.

**RECOMMENDATION OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES, HELD
2018 DECEMBER 05:**

That Council give three readings to the proposed Bylaw **61M2018** (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.

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

ISC: UNRESTRICTED
CPS2018-1098

HIPville Business Improvement Area Update

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

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

**ISC: UNRESTRICTED
CPS2018-1098**

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
SPC on Community and Protective Services
2018 December 05

ISC: UNRESTRICTED
CPS2018-1098

HIPville Business Improvement Area Update

REASON(S) FOR RECOMMENDATION(S):

The request for a change in name from HIPville BIA to Greenvew 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 – **Bylaw 61M2018** - 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



RECEIVED
2018 MAR 29 AM 10:03
THE CITY OF CALGARY
CITY CLERK'S

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

MEETING #3

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

Documents Related to the Change in Name Request

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

Documents Related to the Change in Name Request

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:

Documents Related to the Change in Name Request

- 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

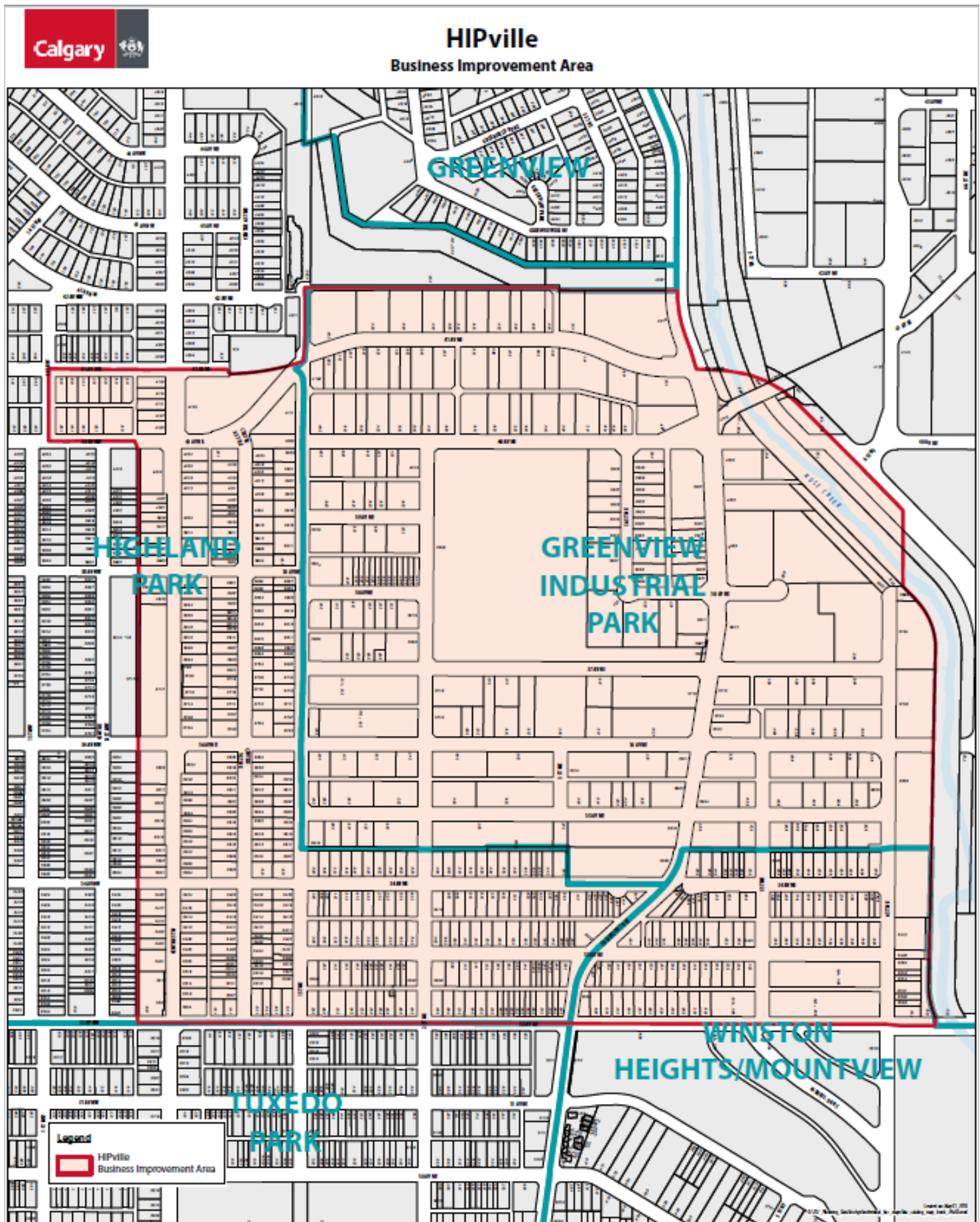
Motion to adjourn:

Moved: Jim O

Second: Jim T

Next meeting May 9th 6pm same Venue

Please note time change to 6pm



PROPOSED

CPS2018-1098
ATTACHMENT 3

BYLAW NUMBER 61M2018

BEING A BYLAW OF THE CITY OF CALGARY TO AMEND BYLAW 40M2017, THE HIPVILLE BUSINESS IMPROVEMENT AREA BYLAW *****

WHEREAS Council has considered CPS2018-1098 and desires to change the name of the HIPville Business Improvement Area to “Greenview Industrial Business Improvement Area”;

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

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”.

PROPOSED

BYLAW NUMBER 61M2018

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

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____

Chief Financial Officer's Report to
Priorities and Finance Committee
2018 December 04

ISC: UNRESTRICTED
PFC2018-1068

2019 Business Improvement Area Tax Bylaw

EXECUTIVE SUMMARY

Council approval is required to establish the 2019 Business Improvement Area Tax Bylaw. The 2019 Business Improvement Area Tax Bylaw is required as an interim measure for Business Improvement Areas (BIAs) to raise the BIA tax identified in each BIA budget through the 2019 Business Improvement Area Tax Rates Bylaw. The 2019 BIA budgets and 2019 Business Improvement Area Tax Rates Bylaw will be brought before Council in Q1 2019.

ADMINISTRATION RECOMMENDATION:

1. That the Priorities and Finance Committee recommends that Council give three readings to the proposed 2019 Business Improvement Area Tax Bylaw (Attachment 1).
2. That Report PFC2018-1068 be forwarded to the 2018 December 17 Regular Council Meeting.

RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, DATED 2018 DECEMBER 04:

That Council give three Readings to Proposed Bylaw 1M2019.

PREVIOUS COUNCIL DIRECTION / POLICY

Annually, since the inception of BIAs in Calgary in 1984, Council has approved the BIA annual budgets and bylaws as required by the *Municipal Government Act (MGA)* and *Business Improvement Area Regulation*, AR/2016 (the BIA Regulation).

Each year, The City of Calgary (The City) generates municipal revenue through business taxes, most recently through the 2018 Business Tax Bylaw (1M2018).

Through PFC2012-35, *Business Tax Consolidation Framework and Associated Plans*, Council approved the consolidation of business tax into the non-residential property tax revenues over seven years starting in 2013 with business tax being eliminated in 2019.

BACKGROUND

Section 381 of the MGA and section 20 of the BIA Regulation provide Council with the authority to provide for the taxation of businesses within each BIA as a source of funding for that BIA. In previous years, BIA taxes were administered concurrently with business tax through a BIA tax bylaw.

Bill 8, *An Act to Strengthen Municipal Government*, as amended, contained amendments to the MGA which would permit the BIA tax to be imposed on the owner of property within each BIA. To date, these amendments are not in force, meaning that the BIA tax must be imposed and collected through taxable business owners. Revisions to the BIA Regulation to allow the BIA tax to be collected through BIA property owners are also anticipated but have not been released by the Government of Alberta (the "Province") to date.

Last year, the final Business Tax Bylaw was presented to Council for approval, due to the elimination of the business tax in the 2019 tax year through the Business Tax Consolidation (BTC) process. Although business tax will be eliminated next year for most Calgary businesses, there must be continuation of business tax for businesses located in Calgary's BIAs for the 2019

**Chief Financial Officer's Report to
Priorities and Finance Committee
2018 December 04**

**ISC: UNRESTRICTED
PFC2018-1068**

2019 Business Improvement Area Tax Bylaw

tax year. This is solely for the purpose of collecting the BIA tax (also known as the BIA levy) to enable funding of the BIAs for 2019.

The MGA provides municipalities with the ability to levy taxes on businesses. The proposed 2019 Business Improvement Area Tax Bylaw authorizes the imposition of a tax on businesses within the BIAs for the 2019 tax year in accordance with section 20 of the current BIA Regulation. This bylaw will apply only to businesses operating within a current BIA or any new BIA established during the 2019 tax year.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The 2019 Business Improvement Area Tax Bylaw provides the authority for the BIA tax to be collected from businesses operating within BIAs. It specifies the business assessment method as the basis for the BIA tax to be imposed. The criteria for exemptions from the BIA tax are based on the provisions within past Business Improvement Area Tax Bylaws and Business Tax Bylaws.

As BTC will be completed in 2019, this bylaw incorporates provisions that were previously within the annual Business Tax Bylaw for the assessment and taxation of business. Since a Business Tax Bylaw will not be passed in 2019, these provisions are now included directly within the 2019 Business Improvement Area Tax Bylaw. This will allow for the administration and collection of BIA levies for the 2019 tax year.

To enhance administrative efficiency, the draft bylaw also provides for a minimum BIA tax of \$25.00. Administration is proposing that \$25.00 was the amount where efforts to bill, monitor and collect the BIA tax would exceed the revenue collected. Businesses with a calculated BIA tax of \$24.99 or less will not receive a 2019 Business Improvement Area Levy Notice. Administration estimates this will result in approximately 400 accounts not being charged BIA tax for 2019, totalling approximately \$6,500 in BIA tax revenue. The difference in revenue as a result of this change will be recovered through adjustments to BIA tax rates in the following year.

Once the revisions to the BIA Regulation are released by the Province and the amendments to the MGA are in force, it is anticipated that the BIA tax will be collected through non-residential property owners in each BIA.

If the 2019 Business Improvement Area Tax Bylaw is approved the 2019 Business Improvement Area Tax Rates Bylaw will be presented to the Priorities and Finance Committee, and subsequently to Council, in Q1 2019. At the same time Administration will seek approval of the proposed 2019 BIA budgets. A 2019 Business Improvement Area Levy Notice will be mailed to businesses in 2019 February.

Stakeholder Engagement, Research and Communication

The preparation of the 2019 Business Improvement Area Tax Bylaw Report involved representatives from Finance, Law, Assessment and Calgary Neighbourhoods business units.

Representatives of the BIAs within Calgary have been advised that the BIA tax will continue to be imposed through a form of business tax. This is a continuation of the previous engagement completed by Administration during the Government of Alberta's review of the MGA and BIA Regulation. Engagement was completed with the assistance of *Engage!* through facilitated workshops.

Chief Financial Officer's Report to
Priorities and Finance Committee
2018 December 04

ISC: UNRESTRICTED
PFC2018-1068

2019 Business Improvement Area Tax Bylaw

During the preparation of PFC2012-35, *Business Tax Consolidation Framework and Associated Plans*, Administration held discussion sessions attended by BIA representatives. These sessions involved an in-depth discussion of the issues surrounding BTC.

Strategic Alignment

The approval of the BIA budgets and enabling bylaws allows BIAs to receive funding to serve their business communities which supports One Calgary and the "A Prosperous City" Council Priority which notes that "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)

Passing the 2019 Business Improvement Area Tax Bylaw will authorize The City to impose and collect the BIA tax. BIAs provide economic benefit to Calgary by creating a healthy environment for businesses within the BIA to grow and attract customers.

The proposed 2019 Business Improvement Area Tax Bylaw includes exemptions for businesses that meet the eligibility provisions established in the bylaw.

Financial Capacity

Current and Future Operating Budget:

In accordance with the 2019 BIA budgets as approved by Council, the revenue that will be raised as a result of the BIA tax is transferred directly to each respective BIA.

Current and Future Capital Budget:

There are no current impacts on the capital budget.

Risk Assessment

If Council does not pass the 2019 Business Improvement Area Tax Bylaw, The City will not be able to impose and collect the BIA tax and distribute the funds to the respective BIAs.

During preparation of the draft bylaw, it was determined that the legislation contains some limitations on what businesses may be exempted from BIA tax. In previous years, if a business was exempted from business tax through the annual Business Tax Bylaw, Administration's systems also provided an exemption from the BIA tax. However, the legislation only provides for an exemption from BIA taxes for some but not all of these businesses. Due to timelines, the draft 2019 Business Improvement Area Tax Bylaw will maintain the status quo for 2019.

Changes to ensure alignment with the current legislation for BIAs will be brought before Council if the BIA tax must continue to be imposed on businesses within BIAs for 2020.

Chief Financial Officer's Report to
Priorities and Finance Committee
2018 December 04

ISC: UNRESTRICTED
PFC2018-1068

2019 Business Improvement Area Tax Bylaw

REASON FOR RECOMMENDATIONS:

The 2019 Business Improvement Area Tax Bylaw provides The City with the authority to impose the BIA tax on businesses within each Calgary BIA. The BIAs rely on the BIA tax as a revenue source. If the 2019 Business Improvement Area Tax Bylaw is passed, then the 2019 Business Improvement Area Tax Rates Bylaw and proposed 2019 BIA Budgets will be presented to Council in Q1 2019.

ATTACHMENT

1. Attachment 1 – Proposed Bylaw 1M2019

PROPOSED

PFC2018-1068
ATTACHMENT

BYLAW NUMBER 1M2019

BEING A BYLAW OF THE CITY OF CALGARY PROVIDING FOR TAXATION OF BUSINESS IMPROVEMENT AREAS IN THE CITY OF CALGARY FOR 2019

WHEREAS the Council of The City of Calgary ("Council") has the authority to provide for the taxation of business improvement areas in accordance with Section 381 of the Municipal Government Act, R.S.A. 2000, c. M-26 (the "Act"), and the regulations passed thereunder;

AND WHEREAS Council has established various business improvement areas in the City of Calgary, which are set out in Schedule "A" to this Bylaw;

AND WHEREAS Council desires to provide for the taxation of businesses located in business improvement areas for 2019;

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

Short Title

1. This Bylaw may be cited as the "2019 Business Improvement Area Tax Bylaw".

Definitions and Interpretation

2. (1) In this Bylaw:
 - (a) "Act" means the Municipal Government Act, R.S.A. 2000, c. M-26;
 - (b) "Business" means a business located in a BIA listed in Schedule "A";
 - (c) "Business Improvement Area" or "BIA" means a business improvement area established pursuant to section 50 of the Act and the regulations and bylaws enacted pursuant to that section;
 - (d) "City" means The City of Calgary, a municipal corporation of the Province of Alberta and, where the context so requires, means the area contained within the municipal boundaries of the city of Calgary;
 - (e) "Commercial Purposes" means the use of the Premises for commerce or trade purposes or for the sale of assets or goods to the public for gain;
 - (f) "Municipal Assessor" means the person appointed to the designated officer position of Municipal Assessor pursuant to section 284.2 of the Act and Bylaw 49M2007;
 - (g) "Net Annual Rental Value" means the typical market annual rental value of the Premises exclusive of operating costs;

PROPOSED

BYLAW NUMBER 1M2019

- (h) “Non-Profit” refers to an organization, association or union as defined in section 6 of the Regulation;
 - (i) “Operator of a Parking Facility” means a Person that operates a Parking Facility whose responsibilities include any one or more of the following:
 - (i) the lease, license, or rental of area or spaces in a Parking Facility,
 - (ii) the allotment of area or spaces in a Parking Facility,
 - (iii) the allocation of area or spaces in a Parking Facility,
 - (iv) the general maintenance and upkeep of the Parking Facility, which may include but is not limited to repairs, the security of the Parking Facility, and the obtaining of insurance for the Parking Facility,
 - (v) the collection of fees from the users of the Parking Facility, and
 - (vi) the delegation or assignment of one or more of the above responsibilities;
 - (j) “Parking Facility” means any space used for the parking or storage of motor vehicles and includes but is not limited to a parkade, parking garage, or parking lot;
 - (k) “Person” includes a corporation and the heirs, executors, administrators or other legal representatives of a Person;
 - (l) “Premises” means any space used in connection with a Business, and without limiting the generality of the foregoing includes:
 - (i) land and buildings or parts of buildings on such land,
 - (ii) any store, office, warehouse, factory, facility, hotel, motel, enclosure, yard or other space, and
 - (iii) a Parking Facility;
 - (m) “Regulation” means the Community Organization Property Tax Exemption Regulation (Alberta Regulation 281/1998); and
 - (n) “Trade Union” refers to a Non-Profit trade union established and recognized under the *Alberta Labour Relations Code* (R.S.A. 2000 c. L-1) or the *Canada Labour Code* (R.S.C. 1985, c. L-2).
- (2) Each provision of this Bylaw is independent of all other provisions and if any provision is declared invalid for any reason by a Court of competent jurisdiction, all other provisions of this Bylaw remain valid and enforceable.

PROPOSED

BYLAW NUMBER 1M2019

Assessment of Businesses

3.
 - (1) Every Person who operates a Business in 2019 shall be assessed a business assessment by the Municipal Assessor for the purposes of imposing a BIA tax.
 - (2) Despite subsection (1), a Person who operates a Business that is exempt from BIA taxation pursuant to section 17 shall not be assessed.
 - (3) Subsection (1) applies to an Operator of a Parking Facility, regardless of:
 - (a) whether parking space in the Parking Facility is used by any of the following:
 - (i) the owner,
 - (ii) a tenant, or
 - (iii) the public;
 - (b) the source or ownership of the motor vehicles parked or stored in the Parking Facility;
 - (c) the allocation of area or spaces within the Parking Facility; and
 - (d) the location of the Parking Facility.
 - (4) Business assessments shall be prepared based on one hundred percent of the Net Annual Rental Value of the Premises.
 - (5) Any business assessment prepared in accordance with this bylaw must be an estimate of the Net Annual Rental Value of the Premises on July 1, 2018.
 - (6) The Municipal Assessor shall:
 - (a) prepare a business assessment roll for the purposes of generating a BIA tax roll for 2019; and
 - (b) enter on the business assessment roll the name of every Person operating a Business that has been assessed in accordance with subsection (1).
4. If it is discovered that there is an error, omission or misdescription in any of the information shown on the business assessment roll for 2019, the Municipal Assessor may correct the business assessment roll for 2019.
5. If it is discovered that no business assessment has been prepared for a Business for 2019, an assessment for 2019 must be prepared.
6. After giving reasonable notice to a Person operating a Business, the Municipal Assessor may at any reasonable time, for the purpose of preparing an assessment of the Business or determining if the Business is to be assessed:

PROPOSED

BYLAW NUMBER 1M2019

- (a) enter and inspect the Premises;
 - (b) request anything to be produced to assist the Municipal Assessor in preparing the assessment or determining if the Business is to be assessed; and
 - (c) make copies of anything necessary to the inspection.
7. (1) The provisions of section 295 of the Act apply such that:
- (a) a Person must provide, on request by the Municipal Assessor, any information necessary for the Municipal Assessor to carry out the duties and responsibilities of an assessor pursuant to Parts 9 to 12 of the Act and the associated regulations; and
 - (b) no Person may make a complaint in the year following the assessment year under section 460 of the Act if the Person has failed to provide the information requested within 60 days from the date of the request.
- (2) The provisions of section 296 of the Act apply to the Municipal Assessor's application for and acquisition of court authorized inspections and enforcement with all necessary modifications as if they had been set out in this Bylaw.

Supplementary Business Assessment

8. A supplementary business assessment for 2019 will be imposed:
- (a) on each Person who operates a Business for a temporary period and whose name is not entered on the business assessment roll;
 - (b) on each Person who moves into new Premises or opens new Premises or branches of an existing Business, even though the Person's name is already entered on the business assessment roll for another Premises;
 - (c) on each Person who begins operating a Business and whose name is not entered on the business assessment roll for the associated Premises; and
 - (d) on each Person who increases the space of the Premises after the business assessment roll has been prepared.
9. Supplementary assessments will be determined by pro-rating the Net Annual Rental Value of the Premises to reflect the number of months the Business is operated during 2019, with any portion of a month greater than fifteen (15) days being considered to be a full month.
10. Sections 3 through 7 of this Bylaw apply to the imposition of a supplementary assessment.

PROPOSED

BYLAW NUMBER 1M2019

Taxation

11. All Businesses shall be taxed at the rate or rates set out in the 2019 Business Improvement Area Tax Rates Bylaw, except Businesses that are exempt from BIA taxation pursuant to section 17.
12.
 - (1) The amount of BIA tax to be imposed under this Bylaw in respect of a Business is calculated by multiplying one hundred percent of the assessment or supplementary assessment for the Business by the BIA tax rate specified in the 2019 Business Improvement Area Tax Rates Bylaw.
 - (2) A tax imposed under this Bylaw must be paid by the Person who operates the Business.
13. The City shall:
 - (a) produce a BIA tax roll containing the name of each Person liable for BIA tax set opposite to the amount of BIA tax payable by that Person; and
 - (b) mail or deliver a tax bill to each Person liable for BIA tax, which shows both the assessed value of the Premises and the amount of the BIA tax payable.
14. When a lessee, who is liable to pay the tax imposed under this Bylaw in respect of any leased Premises, sublets the whole or part of the Premises, The City may require the lessee or the sub-lessee, but not both, to pay the tax in respect of the whole or part of the Premises.
15. BIA taxes shall be due and payable on or before March 29, 2019.

Liability for BIA Taxes

16.
 - (1) Subject to sections 17 and 22 of this Bylaw, when a Person operates a Business in the City, the Person is liable for payment of the BIA tax imposed in respect of that Business, whether based on an annual or supplementary assessment.
 - (2) Despite subsection (1), if the amount of BIA tax imposed on a Business, as calculated pursuant to subsection 12(1), is less than \$25.00, the Person who operates that Business is not liable for payment of the BIA tax imposed in respect of that Business.

Exemption from BIA Taxation

17.
 - (1) Notwithstanding section 16 of this Bylaw, but subject to the subsections below, the following classes of Businesses are exempt from the payment of BIA taxes imposed under this Bylaw:
 - (a) any Business exempt from tax pursuant to sections 351, 375 or 376 of the Act;

PROPOSED

BYLAW NUMBER 1M2019

- (b) any Business operated on property which appears on The City's 2019 property assessment roll as one hundred percent belonging to the residential assessment class or any residential assessment subclass;
 - (c) on-street parking located on roads owned by The City;
 - (d) any Business whose use of the property would qualify that property to be eligible for a property tax exemption pursuant to the *Act*;
 - (e) any Business that is a bingo operated under a bingo facility licence by a Non-Profit organization pursuant to the *Gaming and Liquor Act* (R.S.A. 2000, c. G-1);
 - (f) any Business established as a Non-Profit organization where the Premises is used to promote the interests of an industry, profession or trade including education or research;
 - (g) Premises used by a Trade Union where the activities of a Trade Union are conducted;
 - (h) any Business whose use of the property would qualify that property to be eligible for a property tax exemption under the Regulation but for sections 16(2) or (3) of the Regulation.
- (2) Premises licensed under the *Gaming and Liquor Act* are not exempt from BIA taxation with the exception of Premises in respect of which a bingo licence, casino licence, pull ticket licence, Class C liquor licence or a special event licence has been issued under the *Gaming and Liquor Regulation* (AR 143/96).
- (3) Notwithstanding subsection (1), any Business, including one operated by a Non-Profit organization or association, whose use of the Premises:
- (a) is primarily for Commercial Purposes; and
 - (b) operates in competition with other Businesses in the city of Calgary;
- is not exempt from BIA taxation.
- (4) Subject to the restrictions set out in this section, a Business may become exempt from the payment of BIA taxes imposed under this Bylaw for a portion of a Premises which becomes Vacant and Unused for a period of at least 30 days, regardless of whether there is a lease or license of occupation in place with respect to that Premises.
- (a) For greater certainty, the term "Vacant and Unused" in this section means space which forms part of a Premises but:
 - (i) is physically separated from other space by walls and locked doors or is separated by other means which makes it inaccessible and unable to be used for Business purposes; and

PROPOSED

BYLAW NUMBER 1M2019

- (ii) is entirely empty from wall to wall and floor to ceiling, and does not contain equipment, furnishings, cubicle walls or partitions; but
 - (iii) does not include portions of the Premises which are temporarily unused such as hotel and motel rooms, individual offices, parking spaces, or space being renovated.
- (b) In order to be eligible to benefit from an exemption for Vacant and Unused space pursuant to this subsection:
 - (i) a Person must notify the Municipal Assessor in writing of the Vacant and Unused space; and
 - (ii) the Municipal Assessor must have confirmed that the space is Vacant and Unused.
- (c) Any exemption granted for Vacant and Unused space pursuant to this subsection shall not take effect or have application prior to the date of notification, and shall have effect only as long as the space is Vacant and Unused.

Penalties For Unpaid BIA Taxes

- 18.
 - (1)
 - (a) On April 1, 2019, a penalty of seven (7%) percent of the unpaid amount of the current year's BIA tax levy shall be imposed; and
 - (b) On July 1, 2019, an additional penalty of seven (7%) percent of the unpaid amount of the current year's BIA tax levy shall be imposed.
 - (2) All BIA taxes levied by The City remaining unpaid after the year in which they are levied shall have added thereto, on the first day of every month of every year, a penalty equivalent to one (1%) percent of the then unpaid taxes, so long as the taxes or any portion of them remain unpaid.
 - (3) A penalty imposed under subsections (1) and (2) forms part of the tax in respect of which it is imposed.

Supplementary BIA Tax

- 19. A supplementary BIA tax shall be levied upon any Person who is subject to a supplementary business assessment in accordance with sections 8 and 9 of this Bylaw.
- 20. A supplementary BIA tax is due thirty (30) days after the date on which the supplementary tax notice is mailed to the Person being taxed.
- 21. Sections 12, 13, 14 and 18 of this Bylaw apply to the imposition of a supplementary BIA tax.

PROPOSED

BYLAW NUMBER 1M2019

Pro-rating and Rebating BIA Taxes

22. When The City is notified that a Business has ceased to use space in connection with the Business, the associated tax account shall be adjusted in proportion to the number of months of operation in the calendar year, with any portion of the month greater than fifteen (15) days being considered to be a full month. If there is a credit balance after the account has been adjusted, that amount will be refunded to the owner of Business or applied to any other outstanding BIA tax accounts of that owner.
23. If the Business receives a reduction in its business assessment, resulting in a credit balance on its BIA tax account, that amount will be refunded to the owner of the Business or applied to any other outstanding BIA tax accounts of that owner.

Business Tax Instalment Payment Plan

24. (1) In this section:
 - (a) “Business Tax Instalment Payment Plan” also referred to as “BTIPP” means the plan authorized by this Bylaw permitting taxpayers to pay business taxes or BIA taxes by way of monthly instalments;
 - (b) “Tax” includes all taxes lawfully imposed against a Business by The City pursuant to the Act, any bylaw enacted pursuant to such authority, or any other statute of the Province of Alberta, but does not include supplementary taxes;
 - (c) “Taxpayer” means the operator of a Business liable for the payment of Taxes; and
 - (d) “Tax Collector” means the City Treasurer or his or her designate.
- (2) Any Taxpayer in the City may apply to be included in BTIPP as described in this section to provide for the payment of Taxes by instalments.
- (3)
 - (a) Taxpayers who wish to apply for inclusion in BTIPP must apply to the Tax Collector on or before December 31st of each year and shall not be included within BTIPP until approved by the Tax Collector;
 - (b) A Taxpayer who applies for inclusion in BTIPP after December 31st and who is approved by the Tax Collector for inclusion in BTIPP shall pay all the monthly instalments which should have been paid as at the time of application had the Taxpayer been included in BTIPP as at January 1st plus a late enrolment fee of two percent (2%) thereof;
 - (c) The Tax Collector may refuse a Taxpayer’s request to be included in BTIPP for reasons as set out in this Bylaw;

PROPOSED

BYLAW NUMBER 1M2019

- (d) A Taxpayer is not eligible to be included in BTIPP unless as of December 31 of the previous year, the Taxpayer has no balance outstanding in his or her tax roll account;
 - (e) A Taxpayer may not apply for inclusion in BTIPP more than once in the same calendar year with respect to the same Business.
- (4) A Taxpayer who is included and has not been removed from BTIPP, shall not be subject to the provisions of section 15 as to the due date for the payment of Taxes, nor to the provisions of section 18 as to penalties on unpaid Taxes.
- (5) A Taxpayer who is included in BTIPP shall pay Taxes on a monthly basis for the current year subject to the following conditions:
 - (a) a Taxpayer, having been included in BTIPP, shall make twelve monthly payments, to be paid by automatic bank withdrawal on the first day of each month of the calendar year in an amount equal to one-twelfth of the previous year's Tax levy or, in the event a previous year's Tax levy is not available, in an amount to be determined by the Tax Collector; and
 - (b) upon determination of the current year's Tax levy, the Taxpayer's payments shall be adjusted to provide for the full payment of the current year's Tax levy over the remaining months of the year;
 - (c) if there is an balance outstanding on a business tax roll account or a BIA tax roll account, the Taxpayer shall continue to make monthly payments in accordance with subsection (5)(a) until the outstanding balance has been paid.
- (6) In the event a Business, the previous Taxpayer of which was included in BTIPP, is sold, the BTIPP agreement is immediately cancelled as at the sale date.
- (7) The Tax Collector may remove a Taxpayer from BTIPP in the event the Taxpayer defaults in making payment of any Tax instalment on the due date as required for each instalment under subsection (5)(c).
- (8) Notice of a removal pursuant to subsection (7) shall be sent to the Taxpayer by ordinary mail to the Taxpayer's last known address as listed on the tax roll.
- (9) When a Taxpayer is removed from BTIPP subsequent to the due date for the payment of Taxes as specified in the appropriate municipal bylaws, other than this Bylaw, all unpaid Taxes become immediately due and payable and the penalty provisions of all appropriate municipal bylaws apply to the unpaid Taxes.
- (10) When a Taxpayer is removed from BTIPP prior to the due date for the payment of Taxes as specified in the appropriate municipal bylaw, or when a Taxpayer requests removal from BTIPP prior to the due date for the payment of Taxes, all payments shall be retained by the Tax Collector for credit to the Taxpayer's account and such payments will receive the benefit of any available Tax

PROPOSED

BYLAW NUMBER 1M2019

discounts as provided by bylaw and will be credited to the Taxpayer's Tax account.

- (11) In the event a Taxpayer requests removal from BTIPP pursuant to subsection 10, all Taxes due and owing shall then become due and owing on the due date for the payment of Taxes as specified in this Bylaw and the provisions of all appropriate municipal bylaws relating to penalties for unpaid Taxes shall apply to all unpaid Taxes due and owing to The City after the due date.

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

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____

PROPOSED

BYLAW NUMBER 1M2019

SCHEDULE "A"

TO THE 2019 BUSINESS IMPROVEMENT AREA TAX BYLAW

BUSINESS IMPROVEMENT AREA	BYLAW NUMBER
Mainstreet Bowness Business Improvement Area	55M2016
Calgary Downtown Association	38M2017
Chinatown District Business Improvement Area	43M2015
4 th Street South West Business Improvement Area	59M2016
HIPville Business Improvement Area	40M2017
Inglewood Business Improvement Area	36M2017
International Avenue Business Revitalization Zone	58M2016
Kensington Business Revitalization Zone	56M2016
Marda Loop Business Improvement Area	37M2017
Montgomery on the Bow Business Improvement Area	54M2016
17 th Avenue Retail & Entertainment District Business Improvement Area	39M2017
Victoria Park Business Improvement Area	57M2016

Transportation Report to
SPC on Transportation and Transit
2018 December 06

ISC: UNRESTRICTED
TT2018-1316

Improving Compliance During Snow Route Parking Bans

EXECUTIVE SUMMARY

Snow Control Routes and related parking bans support the provision of a safe and efficient transportation network for Calgarians. Compliance with parking bans appears to be improving and methods for notifying the public have become more sophisticated and widespread. The City of Calgary has identified further opportunities to improve compliance for efficiency, safety and quality of life for residents.

Administration has reviewed municipal practices across Canada to identify best practices as well as an assessment of fine schedules for non-compliance on snow routes. An amendment to Bylaw 26M96 is recommended to increase the fines for parking on Snow Control Routes during Snow Events in order to bring fines for non-compliance in line with other municipalities.

ADMINISTRATION RECOMMENDATION:

That the SPC on Transportation and Transit recommends that Council give three readings to the proposed Bylaw to amend the Calgary Traffic Bylaw 26M96 to increase snow route parking fines to be consistent with fines related to non-compliance for maintenance work.

RECOMMENDATION OF THE SPC ON PLANNING AND URBAN DEVELOPMENT, HELD 2018 DECEMBER 03:

That the SPC on Transportation and Transit recommends that Council give three readings to the proposed **62M2018** Bylaw to amend the Calgary Traffic Bylaw 26M96 to increase snow route parking fines to be consistent with fines related to non-compliance for maintenance work.

PREVIOUS COUNCIL DIRECTION / POLICY

In 2011, Snow Control Routes were added to the Calgary Traffic Bylaw 26M96 to facilitate snow and ice control (SNIC) operations on Priority One and Priority Two routes so that when a snow event was declared, parking was prohibited on the designated Snow Control Routes.

On 2013 September 16, Council approved amendments to Calgary Traffic Bylaw 26M96 following Administration report TT2013-0420 that reviewed the City's Snow Control Route process to determine whether it should continue, be changed, or be removed. The findings of the report were that Calgarians felt that parking bans on these routes were effective and that average time to clear snow on these routes was reduced. Significant changes to the Snow Control Route program were not recommended at that time.

On 2018 March 19, through Notice of Motion C2018-0312, Council directed City Administration to review improvements to increasing compliance for snow route parking bans including, but not limited to:

1. A review of current fine schedules and enforcement practices in applicable parking Bylaws;
2. Review other municipal practices regarding snow route parking restrictions;
3. Identifying low compliance areas and available technology to recommend improvements including communications;
4. Review coordination between Roads, Calgary Parking Authority and other relevant City departments to deliver Snow and Ice Control enforcement services during parking bans;

**Transportation Report to
SPC on Transportation and Transit
2018 December 06**

**ISC: UNRESTRICTED
TT2018-1316**

Improving Compliance During Snow Route Parking Bans

5. Recommend other communications channels to notify the public about future/current Snow Route Parking Bans; and
6. Recommend other parking options for residents during parking ban operations.

BACKGROUND

When a snow event is declared, many Calgarians move their vehicles to allow for Roads Maintenance crews to complete snow clearing operations in a more efficient manner. In 2018, there was an average of over 2,000 parking tags issued for each event. This indicates that a number of Calgarians are not moving their vehicles, which results in some sections of routes not being fully completed. This reduced clearing efficiency may cause frustration among those citizens who make the effort to move their vehicles and repeated efforts for Roads crews to complete snow and ice control operations efficiently.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Fine Schedules and Enforcement Practices

Public compliance during Snow Route Parking Bans improves operational efficiency and safety for Calgarians and City staff. Parked vehicles impede the operations of maintenance crews, which results in reduced efficiency and a negative public perception of The City's snow clearing program. Snow Route parking enforcement data for 2018 can be found within Attachment 1. Overall compliance across the city varies, though it should be noted that the number of tags issued is dependent on Calgary Parking Authority (CPA) resource availability.

In addition to fines, the CPA has towed vehicles parked on Snow Control Routes during a Snow Event when the vehicle was still parked after being ticketed in the previous ban. The CPA will also tow vehicles that are parked in a hazardous manner. However, towing is not part of the typical enforcement strategy. During a Snow Event, there is a large amount of snow accumulation, which creates challenges for Calgarians and it is possible that a vehicle on a Snow Control Route has not been relocated may be stuck in the snow and the owner is waiting for a tow truck. If the CPA extensively towed vehicles during a snow event, this would result in even less tow trucks available for Calgarians in difficult situations. Towing all vehicles parked illegally is impractical given that an average of over 2,000 parking tags have been issued during previous bans in 2018.

The current penalty for parking on a Snow Control Route during a Snow Event in Calgary may not be appropriate in relation to the cost and impact non-compliance has on City operations and the operational impact it may have to road users. The fine amount is lower than an existing fine related to The City's spring street sweeping operations. The penalty for "parking or stopping where prohibited in connection with a maintenance operation" is \$120. Administration's recommendation is to increase the snow route parking fines to be consistent with the spring maintenance parking fines.

Other Municipal Practices

Improving Compliance During Snow Route Parking Bans

The practice for snow route parking bans in municipalities across Canada varies (Attachment 1). The practices range from a seasonal ban restricting parking on designated routes overnight to localized bans based on assessment by City crews.

Another method used across Canada is enforcement and penalty. Currently, the fine for parking on a Snow Control Route during a Snow Event is \$75. If the ticket is paid within 30 days, the fine is reduced to \$50, and if paid within 10 days, the fine drops to \$40. A jurisdictional review was completed and Calgary has the lowest fine amount for a similar program in Canada. The most common fine amount for cities with similar programs is \$100 and range from \$100 to \$200. Only three other cities surveyed have a reduced fine for early payment and Calgary's is also the lowest among those cities.

Identifying Low Compliance and Recommended Improvements

With regards to identifying low compliance areas and communicating the routes, The City conducts regular reviews to ensure signage is appropriate and consistent with standards across the City. If a route is no longer required, the related signage is removed. When a 311 Service Request is submitted relating to signage issues on Snow Routes, field staff complete assessments to determine whether further signage is required. Citizens can find out if they reside on a route by visiting Calgary.ca/snow and accessing the online snow route map as well as registering for email alerts when an event is called.

The review of locations with low compliance is an ongoing exercise being completed by the CPA. Compliance maps have been created that show areas with higher numbers of tags issued. The trends are reviewed to influence enforcement activity. Additionally, reports from Roads Maintenance on challenging areas can assist with enforcement.

Review Coordination with Relevant City Departments

Towing vehicles on a smaller scale in areas identified by Roads as being problematic may be feasible and is something that will be determined collaboratively should these areas be identified. Roads Maintenance and the CPA will also continue to collaborate on identifying problematic areas where enforcement may assist with operations.

Another area that was reviewed is the coordination between internal groups with The City and Roads. Currently, operational crews advise staff responsible for signage improvements of suggested changes to the snow routes. The changes are then made to signage and the online public map as required. Additional coordination occurs when Maintenance becomes aware of locations where signage is missing and advises Traffic and this is an ongoing effort and will continue.

Communication Channels

Prior to snow route parking bans being implemented, the CPA issued over 15,000 courtesy notices to residents that would be impacted if a ban was called. Since then, a more comprehensive communication strategy has been implemented. Currently, when a snow event is declared, the public is notified through a variety of communication channels:

Improving Compliance During Snow Route Parking Bans

- 311 (automated messaging)
- The City's Calgary.ca website
- the Roads and MyParking mobile applications
- email alerts to those who have subscribed (13,700 subscribers)
- Twitter (@cityofcalgary–247 thousand followers; @yyctransport–42 thousand followers)
- 50 digital messaging signs along main roads
- Traditional media (TV, radio and print)

Public notifications are helpful in order to gain compliance during a parking ban. Calgarians who want to be sure they are aware of an upcoming ban can sign up for direct notifications such as the email list or the notifications from the MyParking app.

There may also be an option to push these notifications to the mobile phones of those who have the app and have allowed alerts for it. The Roads smartphone app has 14,079 total downloads with 6,643 of those occurring in 2017. Though the usage of the app is increasing, it does not currently have push notifications for snow events and this is being explored by Administration.

The Calgary.ca Snow Route Parking Ban webpage has received over 90,000 visits from January to November 2018 with 72% of visits occurring during active bans. In 2017, there were over 44,000 webpage visits although there were fewer bans in 2017.

Other Parking Options

During a Snow Route Parking Ban, all vehicles must be removed from the streets that are signed as Snow Control Routes. It is expected that residents of Snow Control Routes make arrangements to move their vehicles when a snow event is declared. Because Snow Control Routes are only on Priority One and Priority Two routes, there are typically nearby streets that are not restricted. To assist residents who may have difficulties finding alternative parking locations, the CPA provides free parking from 9:00pm to 6:00am in any CPA surface lot or parkade displaying the CPA logo. This information and a map of the lots is provided on both Calgary.ca and CalgaryParking.com. These websites also provide information on alley parking rules in case alley parking is available for affected residents. As per the Traffic Bylaw, on-street accessible parking zones located on Snow Control Routes are exempt from parking bans at all times.

Stakeholder Engagement, Research and Communication

The recommended Bylaw changes were developed collaboratively with the Law Department, Calgary Parking Authority, and Roads. They are based on reviews of SNIC operational needs. The 2018 Roads Annual Survey showed that overall, Calgarians are satisfied with Roads operations, but they feel we could be doing better with snow and ice control.

The most recent citizen survey data was collected during the 2015 Roads Citizen Satisfaction Survey of 800 Calgarians. Most Calgarians agreed (84%) that Snow Route Parking Bans were effective in having snow moved quickly from Calgary Roads. In addition, many respondents agreed (83%) that Calgarians are reasonably notified with bans are put into effect and 86% agreed that parking bans routes can be readily identified within the city.

Transportation Report to
SPC on Transportation and Transit
2018 December 06

ISC: UNRESTRICTED
TT2018-1316

Improving Compliance During Snow Route Parking Bans

Strategic Alignment

This report aligns with principles found in the Calgary Transportation Plan, as we ensure the attractiveness, convenience and safety of all modes of transportation. However, access to emergency and municipal services, and the incorporation of emergency evacuation routes, must be considered in the design and operation of all road and street types. This is critical to ensure every Calgarian lives in a safe community.

Social, Environmental, Economic (External)

The report recommendations support the Snow and Ice Control (SNIC) Policy (TP004) to ensure a reliable transportation network and safe driving conditions. The 7-Day plan was developed in order to achieve the SNIC requirements within the assigned budget and resources. The plan addresses high volume and higher-risk transportation assets first, and then moves to lower volume and lower risk assets.

Financial Capacity

Current and Future Operating Budget:

There are no operating budget implications associated with the report recommendations as the increased fine amount is expected to be offset by improved compliance. Through increased compliance, the efficiency of maintenance crews will increase and minimize the need to return to areas that were not clearing during the snow route parking ban.

Current and Future Capital Budget:

There are no capital budget implications associated with the report recommendations.

Risk Assessment

The proposed fines to be more consistent with other operational work may be perceived negatively given that recent budget deliberations occurred even though satisfaction surveys indicate support for encouraging more compliance with parking bans. The accumulation of snow on parking ban routes can be a safety concern. Adopting the recommendations in this report will result in increased effectiveness of the SNIC program.

REASON(S) FOR RECOMMENDATION(S):

The recommendations reflect the importance of maintaining a safe and efficient transportation system in the winter months and updating fines in the Traffic Bylaw pertaining to Snow Control Routes will provide more incentive for compliance.

ATTACHMENT(S)

1. Attachment 1 – Snow Event Parking Ban National Summary
2. Attachment 2 – Proposed Bylaw Amendment **62M2018**

Snow Event Parking Ban National Practice Report

City	Fine Amount (\$)	Early Payment (\$)	Long Tow	Short Tow	Details
Calgary	75	40	Yes	No	<ul style="list-style-type: none"> Residents must keep their vehicles off designated snow routes 24 hours a day, until the Snow Event has been lifted by The City of Calgary. Parking bans typically begin 24 hours after a snowfall has ended, as crews are preparing to clear Priority 2 routes (collector roads, bus routes) 4 Parking Bans Called in 2018 (Total of 8,348 tickets) <ul style="list-style-type: none"> Feb. 5 09:00h - Feb. 7 07:00h (46 hours) – 2,945 tickets Feb. 10 10:00h - Feb. 12 18:00h (56 hours) – 2,051 tickets March 4 10:00h - March 6 14:00h (52 hours) – 1,750 tickets Oct. 3 10:00h - Oct. 6 06:00h (44 hours) – 1,602 tickets
Edmonton	100		Yes	No	<ul style="list-style-type: none"> Implement seasonal ban, can only be called between November and March. Can be called on 8 hours' notice on designated bus routes and have no defined end until the city declares they have been lifted. Towing is at the discretion of operational staff but it is advertised. 3 events in early 2018, approximately 1,500 tickets per event with approximately 30 tows per event, largely because of a policy of no short tows, only impounding and their towing contractor has limited capacity.
Halifax	50		Yes	No	<ul style="list-style-type: none"> Ban in place from December through March from 1 a.m. to 6 a.m. in the regional centre, only enforced when an event has been declared. No short tows, only impoundments.
Montreal	118		Yes	Yes	<ul style="list-style-type: none"> No blanket ban, put in place locally by the Roads department Uses a system (info-Neige) to notify owners when the ban is in place and if their vehicle gets towed, where it is. On average 6,000 vehicles are towed per major snowfall. If they are only being towed for the snow they will only be short-towed not impounded, this allows them to move many more vehicles. In general, signs indicate no parking from 7 p.m. to 7 a.m. go up before 3 p.m. the same day and signs that indicate no parking from 7 a.m. to 7 p.m. go up before 8 p.m. the evening before.

City	Fine Amount (\$)	Early Payment (\$)	Long Tow	Short Tow	Details
Ottawa	105	85	Yes	Yes	<ul style="list-style-type: none"> • Bans are in effect Between November 15 to April 1, 1 a.m. to 7 a.m. • Automatically in place when forecast is an accumulation of 7cm or more. • Residents can park at City parking garages during an overnight parking ban.
Quebec City	110		Yes	No	<ul style="list-style-type: none"> • Blanket ban on identified streets from November 1 through April 15. • Ban is only enforced when snow removal operations are underway. • Lights and electronic signage are used to notify residents removal is ongoing in their area.
Regina	120		No	No	<ul style="list-style-type: none"> • Recent pilot project in 2017 to have snow routes 3 primary roads. • Can call a 24hr parking ban and only on 3 major roads. • 8 hours' notice provided.
Toronto	200		Yes	Yes	<ul style="list-style-type: none"> • When major snow storm condition declared, parking on roads designated as snow routes is prohibited for a period of 72 hours. • Designated routes primarily located in downtown core and all streetcar routes. • Permanent signs in place, ban will be announced via media channels. • Legally parked vehicles will generally be short-towed, illegally parked vehicles will be impounded.
Vancouver	100	60	Yes	Yes	<ul style="list-style-type: none"> • Do not use a blanket Ban, only localized bans based on assessments from City Roads Crews. • Treated the same as other maintenance operations. • Bans are individually signed and in place 24hrs in advance. • Have the option to issue a tag and either a tow/seizure or a courtesy tow to a neighbouring street.
Winnipeg	100	50	Yes	Yes	<ul style="list-style-type: none"> • Ongoing seasonal ban in place from Dec 1 through March 1 on designated routes between 2 a.m. and 6 a.m. • Vehicles are towed to private impound facilities. • Short tow is an option.

PROPOSED

TT2018-1316
ATTACHMENT 2

BYLAW NUMBER 62M2018

BEING A BYLAW OF THE CITY OF CALGARY TO AMEND BYLAW 26M96, THE CALGARY TRAFFIC BYLAW *****

WHEREAS Council has considered TT2018-1316 and deems it desirable to amend Bylaw 26M96, the Calgary Traffic Bylaw;

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

1. Bylaw 26M96, the Calgary Traffic Bylaw, as amended, is hereby further amended.
2. In Schedule "A", items 37.1(6) and 37.1(7) are deleted and replaced with the following under the headings indicated:

SECTION	OFFENCE	EARLY PAYMENT AMOUNT 1 (if paid within 10 days)	FINE PAYMENT AMOUNT 2 (if paid after 10 days but within 30 days)	SPECIFIED PENALTY
"37.1(6)"	Parking on Type 1 Snow Control Route during Snow Event	\$80.00	\$90.00	\$120.00
37.1(7)	Parking on Type 2 Snow Control Route during 2100 to 0600 during Snow Event	\$80.00	\$90.00	\$120.00"

PROPOSED

BYLAW NUMBER 62M2018

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

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____



Report Number: C2018-1383

Meeting: Regular Meeting of Council

Meeting Date: 2018 December 17

NOTICE OF MOTION

RE: City of Calgary Councillor Base Salary Adjustments 2019

Sponsoring Councillor(s): Ward Sutherland

WHEREAS Councillor remuneration is reviewed on a yearly term and any change of compensation is determined by a Council Compensation Review Committee policy.

AND WHEREAS base salary adjustments are effective the first pay period of each year and the current Councillor base salary is \$113,416.36 per annum taxable.

AND WHEREAS base salary percentage may increase or decrease as per the Average Weekly Earnings of Alberta as reported by the Statistics Canada survey of Employment Payroll and Hours.

AND WHEREAS the last 5 years of adjustments are as follows: 2013-0.00%, 2014-+3.81%, 2015-+.0.88%, 2016- **-.2.49%**, 2017-**-0.08%** = +0.42% Average and currently the Average Weekly Earnings is trending at +2.6%.

NOW THEREFORE BE IT RESOLVED under the current economic environment in the City of Calgary and the expectations of council of no Salary increases, Councillors voluntarily accept a zero increase for the 2019 year.

...



Report Number: C2018-1372
Meeting: Regular Meeting of Council
Meeting Date: 2018 December 17

NOTICE OF MOTION

RE: EXPLORING AN OPPORTUNITY FOR ANNEXATION FROM THE MD OF FOOTHILLS

Sponsoring Councillor: COUNCILLOR COLLEY-URQUHART

WHEREAS The City of Calgary's *Municipal Development Plan* states that The City shall "...maintain within The City's jurisdiction at least a 30-year supply of developable land for all uses";

AND WHEREAS The City of Calgary's supply of developable land for all uses is maintained in part through intensification and in part through annexation from Rocky View County and the Municipal District of Foothills;

AND WHEREAS Map 3 of The City of Calgary / Municipal District of Foothills *Intermunicipal Development Plan* (IDP) identifies City of Calgary Growth Area which represents candidate lands for possible annexation from Municipal District of Foothills to The City of Calgary;

AND WHEREAS the IDP states that "Annexation of the identified Calgary Growth Area is an anticipated outcome of this plan";

AND WHEREAS the IDP also states that land may be annexed to accommodate future long-term growth in an efficient and logical development pattern;

AND WHEREAS the Municipal District of Foothills approved the Sirocco Area Structure Plan on 14 May 2009;

AND WHEREAS a portion of the originally approved Sirocco Area Structure Plan was annexed by The City of Calgary in 2011;

AND WHEREAS there is the possibility to use annexation to create logical planning cells in The City of Calgary's boundaries;

AND WHEREAS annexation is best approached as a collaborative process between the municipalities;

AND WHEREAS annexation is anticipated to have work plan implications for both municipalities.

NOW THEREFORE BE IT RESOLVED THAT Administration work with the Municipal District of Foothills to investigate the potential for The City of Calgary to annex of the remainder of the Sirocco Area Structure Plan lands and any other lands necessary to create a logical planning cell(s); and

- 1) Determine the appropriate lands to be included in such an annexation;
- 2) Identify the anticipated work program resource requirements;

And return to Council for further direction through the Intergovernmental Affairs Committee no later than Q3 of 2019.



Report Number: C2018-1373
Meeting: Regular Meeting of Council
Meeting Date: 2018 December 17

NOTICE OF MOTION

RE: INITIATING A INTERMUNICIPAL DEVELOPMENT PLAN REVIEW WITH ROCKY VIEW COUNTY

Sponsoring Councillor(s): COUNCILLORS COLLEY-URQUHART AND SUTHERLAND

WHEREAS The City of Calgary and Rocky View County jointly adopted an Intermunicipal Development Plan (IDP) in 2012;

AND WHEREAS since that time, the Government of Alberta has amended the Municipal Government Act adding a new purpose of a municipality to “work collaboratively with neighbouring municipalities to plan, deliver and fund intermunicipal services” and

AND WHEREAS since that time the Government of Alberta has amended the Municipal Government Act adding a new purpose of a Councillor to “to promote an integrated and strategic approach to intermunicipal land use planning and service delivery with neighbouring municipalities,” and

AND WHEREAS Rocky View County and The City of Calgary have agreed that the IDP may be amended from time to time subject to the agreement of both Municipal Councils;

AND WHEREAS on 17 April 2017, in a letter to Rocky View County, Mayor Nenshi provided The City of Calgary’s one-year notice to consider repeal of the Intermunicipal Development Plan;

AND WHEREAS The City of Calgary has not proceeded with repeal of the Intermunicipal Development Plan;

AND WHEREAS on 06 November 2018 in a letter to Mayor Nenshi, Rocky View County Reeve Greg Boehlke proposed that Rocky View and Calgary look for a process on how best to amend or replace our current IDP;

AND WHEREAS in 2014, the City of Calgary and Rocky View County initiated the Boundary Review project to “...to identify possible locations, including the Blazer water treatment plant, where adjustments to the municipal boundary through an annexation could be mutually beneficial...”

AND WHEREAS on 2015 December 15 Council approved a recommendation “...that Council defer reporting on the Boundary Review Project to allow the Rocky View County-City of Calgary Intermunicipal Committee to have more time and opportunity to provide guidance on the direction of further work...”

AND WHEREAS no further work on the Boundary Review Project has occurred since that time;

AND WHEREAS there remain many situations where the border between The City of Calgary and Rocky View County is not situated to best meet the needs of either the County and The City and their residents;

AND WHEREAS the work of the Boundary Review Project should be included within the scope of an Intermunicipal Development Plan review;

NOW THEREFORE BE IT RESOLVED THAT Administration work with Rocky View County to develop a Terms of Reference for a potential Intermunicipal Development Plan review project and return to Council for further direction through the Intergovernmental Affairs Committee no later than Q3 of 2019.



Report Number: C2018-1375
Meeting: Regular Meeting of Council
Meeting Date: 2018 December 17

NOTICE OF MOTION

RE: WEST MACLEOD RESIDUAL LANDS

Sponsoring Councillor: COUNCILLOR COLLEY-URQUHART

WHEREAS a majority landowner(s) has approached The City with their interest in creating an Area Structure Plan (ASP) for the subject area;

AND WHEREAS the lands are currently identified within The City of Calgary's Municipal Development Plan as "future urban development without an approved Area Structure Plan (ASP) in place";

AND WHEREAS the lands are currently identified within The City of Calgary's South Macleod Trail Regional Policy Plan (non-statutory) as "residential" and "conservation study area";

AND WHEREAS there is presently no approved ASP for the lands in question;

AND WHEREAS an ASP is required to secure any future urban development potential;

AND WHEREAS the experience of the Developer-Funded Area Structure Plan Program yielded significant benefits both for the landowners and The City of Calgary in time, innovation, cooperation and cost recovery for Community Planning;

AND WHEREAS the southern boundary of the subject area is bound by Highway 552, a provincially owned roadway located in the Municipal District of Foothills, which provides access to the subject area.

NOW THEREFORE BE IT RESOLVED THAT the development of the ASP or West Macleod ASP Amendment will be considered as part of the establishment of the 2019 City Planning & Policy Service Workplan;

AND FURTHER BE IT RESOLVED THAT should the ASP be included as part of the 2019 City Planning & Policy Service Workplan, Council direct Administration to enter into The City of Calgary agreement for a Developer Funded ASP with the majority landowner to fund the cost of producing an ASP, for approximately 217.29 hectares (536.95 acres) of land located south of Pine Creek, west of Macleod Trail SE, north of The City Limits and east of the CP Railway Line; and

AND FURTHER BE IT RESOLVED THAT Administration coordinate such work with the Municipal District of Foothills and the Province of Alberta (Alberta Transportation) to address transportation access issues.



THE CITY OF
CALGARY
CITY CLERK'S OFFICE

THE CITY OF CALGARY
CITY CLERK'S OFFICE #8007
P.O. BOX 2100, STN M
CALGARY, AB T2P 2M5
CANADA

NM

C2018-1445
Regular Meeting of
Council
2018 - December - 06 2018 December 17
12:00 P.M.
Blt.

NOTICE OF MOTION

CC 661 (R2009-05)

Re: Green Line station public gardens

Sponsoring Councillor(s): Councillor Keating

WHEREAS the Green Line has a public art budget of approximately \$4 million;

AND WHEREAS the City of Calgary is not well known for its public gardens;

AND WHEREAS historical rail lines had public gardens at railway stops for patrons to enjoy and be welcomed to the community;

AND WHEREAS there is an opportunity to leverage partnerships with the Calgary Parks Foundation, the Calgary Horticultural Society, and Calgary's sister cities;

THEREFORE, BE IT RESOLVED that Administration prepare a report identifying the ability of the public art budget to be utilized for the creation of railway gardens along the Green Line.

AND FURTHER BE IT RESOLVED that the report include, but not be limited to, in the creation of Green Line station public gardens:

- The history and community identity built into railway gardens,
- Identifying the integration of public art within Green Line station public gardens, and
- The ability to leverage possible partnerships with, but not limited to, the Calgary Parks Foundation, the Calgary Horticultural Society, and Calgary's sister cities (Daejeon, South Korea; Daqing, China; Jaipur, India; Naucalpan, Mexico; Phoenix, Arizona; and Quebec, Canada);

AND FURTHER BE IT RESOLVED that Council strike an explorative informal steering committee consisting of the following members:

- Councillors' Office,
- Public Art representative,
- Calgary Parks Foundation,
- Calgary Horticultural Society,
- Green Line Team,
- Other interested members;

AND FURTHER BE IT RESOLVED that Administration report back to Council through the Standing Policy Committee on Transportation and Transit no later than April 20, 2019.


Signature of Member(s) of Council

NOTICES OF MOTION

Sections 119 and 50(2) and (3), of the Procedure Bylaw 44M2006 states as follows:

- 119(1) A Member, wishing to introduce a new matter for consideration, shall submit the motion in writing to the City Clerk in accordance with section 50(2) of this Bylaw. A Notice of Motion must stand on its own and cannot have attachments. Supporting documents may be distributed at the meeting with approval of the Mayor
- (2) On a Two-Thirds (10) Vote, the requirement for Notice contained in subsection (1) may be waived. However, the matter would then be considered as Urgent Business.
- (3) Subject to subsection 50(2), all Notices of Motion received by the City Clerk shall be added to the Agenda of the next Regular Business Meeting.

SUBMISSION DEADLINE - See City Clerk's website for deadline dates.

50(2) -- all submissions in response to advertised Public Hearing matters, the titles and report numbers of all administrative reports **and the signed Notices of Motion from Members for the Agenda of a Regular Business Meeting shall be in the Office of the City Clerk no later than 10:00 a.m. on the Thursday, two (2) Thursdays before the Meeting.** No late submissions from the public shall be accepted and Reports or **Notices of Motion not received by the stated deadline can only be added to the Agenda as Urgent Business.**

- (3) when the date for receipt of submissions falls on a statutory holiday, the date for receipt shall be the following business day.

LATE NOTICES OF MOTION (URGENT BUSINESS - GREEN SHEET)

Late Notices of Motion are distributed to Council the Friday before the Council meeting as a "Green Sheet" Urgent Business item for information only, and require Two-Thirds affirmative vote to be added to the Agenda.

PROCEDURE AND FORMAT

Notices of Motion received by the deadline will be numbered and forwarded in the Agenda to the next Regular Business Meeting of Council.

The format for Notices of Motion is as follows:

TITLE OF NOTICE OF MOTION

SPONSORING ALDERMAN/MEN NAME(S)

WHEREAS

AND WHEREAS

NOW THEREFORE BE IT RESOLVED

AND FURTHER BE IT RESOLVED

- e-mail copy to City Clerk's, Secretariat Clerk
- no justification to right-hand margin
- font Arial 11 pt.
- no attachments

**Report Number:** C2018-1446**Meeting:** Regular Meeting of Council**Meeting Date:** 2018 December 17

NOTICE OF MOTION

RE: Saving \$4 Million Annually in the Budget**Sponsoring Councillor(s):** Evan Woolley

WHEREAS the recently approved 4-year budget is reflective of the economic downturn and Council's work to show restraint in new spending and the hiring of new positions in an effort to keep the tax rate low;

AND WHEREAS because of this restrained budget many citizen priorities remain under-funded or unfunded despite demand;

AND WHEREAS Council approved the addition to the Recreation Opportunities service line of \$4,000,000 million for lifeguard services without a sufficient discussion about the requirement for this increase and cost implications associated with the same;

AND WHEREAS this increase in funding is to meet the new ratio of lifeguards to bathers (1:40) anticipated to be adopted in 2019 by the Royal Lifesaving Society - Alberta and Northwest Territories Branch;

AND WHEREAS the Society was unable to provide studies or peer research in support of the anticipated 1:40 ratio but the proposed ratio is anticipated to be circulated to some pool operator experts in Alberta for comment;

AND WHEREAS for decades The City of Calgary has been a leader in operating safe and clean pools;

AND WHEREAS there are public pools where, with the appropriate information and signage, no lifeguard is required and other types of pools require various ratios of lifeguards to bathers;

NOTICE OF MOTION

AND WHEREAS the Alberta Health, Public Health and Compliance Pool Standards are Alberta Regulations under the Public Health Act and require that Pool Safety and Supervision Plans be developed based on current best practices;

NOW THEREFORE BE IT RESOLVED that with respect to Recommendation 1 contained in Report C2018-1158 that Council reconsider its decision, made during the 2018 November 14 Regular Meeting of Council, to adopt the 'Recreation Opportunities' 2019 – 2022 the Operating Budgets contained on pages 349 – 350 of Attachment 1;

AND FURTHER BE IT RESOLVED that with respect to Recommendation 1 contained in Report C2018-1158, the Total Operating Budget for Recreation Opportunities intended for the hiring of additional lifeguards be reduced by \$4,000,000 Million;

AND FURTHER BE IT RESOLVED that the \$4,000,000 Million be redirected to further reduce the non-residential property tax rate;

AND FURTHER BE IT RESOLVED that to maximize efficiencies, Council direct Administration to review lifeguarding provisions on a site by site and basin by basin basis at City-operated facilities;

AND FURTHER BE IT RESOLVED that Administration be directed to work with the Royal Lifesaving Society – Alberta and Northwest Territories Branch to update Pool Safety and Supervision Plans for all City of Calgary operated pool facilities.



Report Number: C2018-1448

Meeting: Regular Meeting of Council

Meeting Date: 2018 December 17

NOTICE OF MOTION

RE: STANDING UP FOR CANADA'S RESPONSIBLE ENERGY INDUSTRY

Sponsoring Councillor(s): Councillor Farkas

WHEREAS Canada has among the strictest environmental policies, laws and regulatory systems governing energy production in the world;

AND WHEREAS Canada is a world leader in production and use of energy from renewable sources;

AND WHEREAS Canada's oil and gas industry is the single largest private sector investor in the country;

AND WHEREAS energy companies in Canada are investing billions of dollars into clean technologies to reduce environmental impact along with investing in renewable technologies;

AND WHEREAS as a global energy producer, the economic opportunities are significant and driven by research and innovation in production technology and process improvements;

AND WHEREAS Calgary is the epicenter of the energy industry in Canada with head offices of most major companies in the upstream, midstream and downstream sectors located in the city;

AND WHEREAS while Calgary does not presently participate in energy matters, precedent is set for City Council to monitor and participate as necessary in Gas, Power, and Telecommunications regulatory proceedings to protect the interests of The City of Calgary in its role of municipal government;

AND WHEREAS in 2014 there were over \$100 billion in new oil sands projects that were planned for construction then were cancelled, mainly due to lack of market access;

AND WHEREAS Canada is losing \$80 million per day due to Alberta's lack of energy market access and subsequent sale of energy products at a steep discount;

AND WHEREAS it is acknowledged by the Federal and Alberta governments that lack of market access for oil and gas is a crisis;

AND WHEREAS municipalities throughout Canada are escalating their anti-Alberta, anti-oil and gas rhetoric, and anti-oil policy advocacy;

AND WHEREAS the Municipal Government Act provides that councilors have the duty to consider the welfare and interests of the municipality as a whole and to bring to council's attention anything that would promote the welfare or interests of the municipality;

AND WHEREAS past City of Calgary expenditure has promoted drastic anti-pipeline advocacy efforts such as the *Leap Manifesto*;

AND WHEREAS it is in the interest of The City of Calgary's economic development objectives to participate positively in national energy discussions, or to at least do no harm;

NOW THEREFORE BE IT RESOLVED THAT in line with the Provincial and Federal Governments, Calgary City Council declares the steep differential for Canadian crude to be a local, regional, and national crisis;

AND FURTHER BE IT RESOLVED THAT Council declares formal City of Calgary support for construction of new pipelines, and expansion of existing infrastructure, to transport Alberta oil and gas to market;

AND FURTHER BE IT RESOLVED THAT Council prohibits Municipal expenditures on anti-pipeline advocacy such as the *Leap Manifesto*;

AND FURTHER BE IT RESOLVED THAT Council directs Administration to develop a strategy for The City of Calgary to advocate for improved market access for Canada's responsible energy industry, including an analysis and review of:

1. Other Canadian municipalities' efforts to influence the construction of pipelines; and
2. The City of Calgary's advocacy options, either in collaboration with or in response to, the actions of others, including but not limited to:
 - i. legal options;
 - ii. policy options;
 - iii. political options;
 - iv. education or communications options, such as using City facilities or fleet;
 - v. official proclamations by Mayor and Council;
 - vi. options possible through City Charter provisions;
 - vii. market options in compliance with common law and trade agreements; and
 - viii. options available through membership in, or withdrawal from, associations such as the Federation of Canadian Municipalities.

AND FURTHER BE IT RESOLVED THAT Council directs Administration to consult regarding collaboration of efforts related to improved market access for Canada's responsible energy industry, with:

1. members of Council;
2. other governments; and
3. organizations such as Canadian Association of Petroleum Producers, Canada Action, Calgary Chamber of Commerce, Canadian Federation of Independent Business, Calgary Economic Development, and other parties which may be identified.

AND FURTHER BE IT RESOLVED THAT Council directs Administration to broadly scan legislative activity relevant to energy market access at other orders of government (such as Bill C-69), opportunities for administrative or political participation (such as committee hearings), and provide general updates as required;

AND LASTLY BE IT RESOLVED THAT Council directs Administration to report back at least quarterly to the Priorities and Finance Committee, appreciating that legal options and strategy may need to be discussed in whole, or in part in, closed sessions pursuant to the Freedom of Information and Protection and Privacy Act.

THE CITY OF CALGARY

TABULATION OF CAPITAL BORROWING AND LOAN BYLAWS TO BE PRESENTED TO THE COUNCIL OF THE CITY OF CALGARY ON MONDAY 2018 DECEMBER 17

BORROWING BYLAW INFORMATION

Borrowing Bylaws	- 3B2018 - 6B2018 inclusive
Purpose	- To finance the 2019 Capital Budget of the regulated operations of ENMAX Corporation
Borrowing Authority	- \$172.415 million
Term	- 5, 10, 20 & 25 years
Type of Debenture	- Self-supported
Statutory References	- Municipal Government Act ("MGA") – Sections No.
Borrowing Authorization	- 251, 257 & 258
Passing a bylaw	- 187

Enabling a borrowing:

Section 251(1) A municipality may only make a borrowing if the borrowing is authorized by a borrowing bylaw.

(2) A borrowing bylaw must set out

- (a) the amount of money to be borrowed and, in general terms, the purpose for which the money is borrowed;
- (b) the maximum rate of interest, the term and the terms of repayment of the borrowing;
- (c) the source or sources of money to be used to pay the principal and interest owing under the borrowing.

Purpose of a borrowing

Section 257 applies to a borrowing made for the purpose of financing a capital property when the term of the borrowing is 5 years or less. Borrowing bylaws authorized under this section do not have to be advertised.

Section 258(1) applies to a borrowing made for the purpose of financing a capital property when the term of the borrowing exceeds 5 years. Borrowing bylaws authorized under this section require advertising.

Passing a bylaw:

Section 187 stipulates every proposed bylaw must have 3 distinct and separate readings. The readings of a bylaw must follow the legislated procedures set out in the MGA.

THE CITY OF CALGARY

TABULATION OF CAPITAL BORROWING AND LOAN BYLAWS TO BE PRESENTED TO THE COUNCIL OF THE CITY OF CALGARY ON MONDAY 2018 DECEMBER 17

LOAN BYLAW INFORMATION

Bylaw No.	- 59M2018
Loan made to	- ENMAX Corporation
Purpose of loan	- To loan to ENMAX Corporation the funds to be raised under Borrowing Bylaw Nos. 3B2018 - 6B2018 inclusive
Amount	- \$172.415 million
Repayment Terms	- ENMAX Corporation will repay the loans at ACFA's debenture rates plus a basic fee of 0.25% per annum on the average monthly outstanding debenture held by The City on behalf of ENMAX Corporation
Statutory References	- MGA Sections No.
Loans to a controlled corporation	- 264(1)(b) & 265

Purpose of loans

Section 264(1)(b) of the MGA, as modified by Section 4(11)(a)(i) of the City of Calgary Charter, 2018 Regulation, Alta Reg 40/2018: The City may only lend money to one of its controlled corporations.

Loan Bylaw

Section 265(1) A municipality may only lend money to one of its controlled corporations if the loan is authorized by bylaw.

- (2) The bylaw authorizing the loan must set out;
 - (a) the amount of money to be loaned and, in general terms, the purpose for which the money that is loaned is to be used;
 - (b) the minimum rate of interest, the term and the terms of repayment of the loan;
 - (c) the source or sources of the money to be loaned.
- (3) The Bylaw that authorizes the loan must be advertised.

Council's Authorizing Document (as Shareholder)	- The 2019 Capital Budget of the regulated operations of ENMAX Corporation
Council's Approval Date (as Shareholder)	- 2018 December 7

AFFIRMATIVE VOTES REQUIRED

- Majority of members present

A/City Treasurer Thao Nguyen, A/Manager Chris Jacyk, Author Betty Chow

THE CITY OF CALGARY

TABULATION OF CAPITAL BORROWING AND LOAN BYLAWS TO BE PRESENTED TO THE COUNCIL OF THE CITY OF CALGARY ON MONDAY 2018 DECEMBER 17

ADMINISTRATIVE COMMENTS

The City has entered into a Debt Management Service Level Agreement with ENMAX Corporation to continue to issue debentures for its regulated operations. ENMAX Corporation shall pay to The City semi-annual interest and principal when due and as required, plus a basic fee of 0.25% as per the contractual agreements with The City.

Borrowing Bylaw Nos. 3B2018 - 6B2018 inclusive are for financing ENMAX Corporation's 2019 Capital Budget.

To loan the debenture funds to a controlled corporation pursuant to MGA sections 264 and 265, Loan Bylaw No. 59M2018 is also required.

Borrowing Bylaw No. 3B2018 financing capital projects with a borrowing term of 5 years or less does not require advertising.

Borrowing Bylaw Nos. 4B2018 – 6B2018 inclusive and Loan Bylaw No. 59M2018 require public notice activities after first reading by Council. The bylaws will be scheduled for second and third readings on 2019 January 14 provided there are no valid petitions received.

FINANCIAL CAPACITY

Pursuant to MGA section 252 and the associated regulations, The City cannot make a borrowing if the borrowing will cause the municipality to exceed its debt limit. Debt issued on behalf of ENMAX is excluded from the MGA debt limits and debt service limits and as such does not impact these limits. For reference on this exclusion are Section 6 of the Debt Limit Regulation, Alta Reg 255/2000 and Section 271(1)(d) MGA.

OTHER LEGISLATIVE REQUIREMENTS

Pursuant to MGA section 254 no municipality may acquire, remove, or start the construction or improvement of a capital property that is to be financed in whole or in part through a borrowing unless the borrowing bylaw that authorizes the borrowing is passed.

RECOMMENDATION

That Council give:

1. Borrowing Bylaw 3B2018 first, second and third readings
2. Borrowing Bylaws 4B2018 to 6B2018 inclusive and Loan Bylaw 59M2018 first reading

ATTACHMENTS

1. Summary of Borrowing Bylaws Requiring Approval
2. Borrowing Bylaws 3B2018 - 6B2018 inclusive and Loan Bylaw 59M2018

PROPOSED

Item # 10.2.1.1

BYLAW NUMBER 3B2018

**BEING A BYLAW OF THE CITY OF CALGARY
TO INCUR INDEBTEDNESS BY
THE ISSUANCE OF DEBENTURES IN
THE TOTAL AMOUNT OF \$10.750 MILLION
FOR FINANCING THE
ACQUISITION OF HARDWARE AND
SOFTWARE FOR THE REGULATED
OPERATIONS OF ENMAX CORPORATION**

WHEREAS Council of The City of Calgary ("**Council**") has approved the 2019 Capital Budget for ENMAX Corporation, a controlled corporation of The City of Calgary ("**The City**");

AND WHEREAS the acquisition of hardware and software for the regulated operations of ENMAX Corporation (the "**Acquisitions**") are estimated to cost \$17.064 million;

AND WHEREAS it is estimated that \$6.314 million of the total cost will be financed from sources other than debenture borrowing;

AND WHEREAS Council has decided to pass a bylaw pursuant to sections 251 and 257 of the *Municipal Government Act*, RSA 2000, c M-26 to borrow the sum of \$10.750 million from Alberta Capital Finance Authority ("**ACFA**") by the issuance of debentures to finance the Acquisitions;

AND WHEREAS the estimated lifetime of the project financed under this Bylaw is equal to, or in excess of, five (5) years;

AND WHEREAS the amount of the long term debt of The City as at 2017 December 31 is \$3,066 million with \$407 million being tax supported debt, \$348 million being self-sufficient tax supported debt and \$2,311 million being self supported debt and no part of the principal or interest is in arrears;

AND WHEREAS all required approvals for the Acquisitions will be obtained to ensure they are in compliance with all the laws in force in the Province of Alberta;

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

1. The proper officers of The City are hereby authorized to issue debentures on behalf of The City to a maximum sum of \$10.750 million to finance the Acquisitions.
2. The City shall repay the indebtedness over a period not exceeding five (5) years in semi-annual equal principal and interest installments, with interest being calculated at a rate not exceeding the rate fixed by ACFA on the date of the borrowing, up to a maximum rate of 8% per annum.

PROPOSED

BYLAW NUMBER 3B2018

3. The City shall obtain funds from ENMAX Corporation to repay the said indebtedness under the terms of the agreement between The City and ENMAX Corporation, as described in Bylaw No. 59M2018. In the event of any revenue deficiency, The City shall levy and raise municipal taxes sufficient to pay the indebtedness.
4. The indebtedness shall be contracted on the credit and security of The City.
5. The net amount borrowed under this Bylaw shall be applied only to the purposes specified by this Bylaw.
6. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____

PROPOSED

Item # 10.2.1.2

BYLAW NUMBER 4B2018

**BEING A BYLAW OF THE CITY OF CALGARY
TO INCUR INDEBTEDNESS BY
THE ISSUANCE OF DEBENTURES IN
THE TOTAL AMOUNT OF \$4.847 MILLION
FOR FINANCING THE ACQUISITION OF
FLEET AND EQUIPMENT FOR THE
REGULATED OPERATIONS
OF ENMAX CORPORATION**

WHEREAS Council of The City of Calgary ("**Council**") has approved the 2019 Capital Budget for ENMAX Corporation, a controlled corporation of The City of Calgary ("**The City**");

AND WHEREAS the acquisition of fleet and equipment for the regulated operations of ENMAX Corporation (the "**Acquisitions**") are estimated to cost \$7.693 million;

AND WHEREAS it is estimated that \$2.846 million of the total cost will be financed from sources other than debenture borrowing;

AND WHEREAS Council has decided to pass a bylaw pursuant to sections 251 and 258 of the *Municipal Government Act*, RSA 2000, c M-26 to borrow the sum of \$4.847 million from Alberta Capital Finance Authority ("**ACFA**") by the issuance of debentures to finance the Acquisitions;

AND WHEREAS the estimated lifetime of the project financed under this Bylaw is equal to, or in excess of, ten (10) years;

AND WHEREAS the amount of the long term debt of The City as at 2017 December 31 is \$3,066 million with \$407 million being tax supported debt, \$348 million being self-sufficient tax supported debt and \$2,311 million being self supported debt and no part of the principal or interest is in arrears;

AND WHEREAS all required approvals for the Acquisitions will be obtained to ensure they are in compliance with all the laws in force in the Province of Alberta;

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

1. The proper officers of The City are hereby authorized to issue debentures on behalf of The City to a maximum sum of \$4.847 million to finance the Acquisitions.
2. The City shall repay the indebtedness over a period not exceeding ten (10) years in semi-annual equal principal and interest installments, with interest being calculated at a rate not exceeding the rate fixed by ACFA on the date of the borrowing, up to a maximum rate of 8% per annum.
3. The City shall obtain funds from ENMAX Corporation to repay the said indebtedness under the terms of the agreement between The City and ENMAX Corporation, as

PROPOSED

BYLAW NUMBER 4B2018

described in Bylaw No. 59M2018. In the event of any revenue deficiency, The City shall levy and raise municipal taxes sufficient to pay the indebtedness.

4. The indebtedness shall be contracted on the credit and security of The City.
5. The net amount borrowed under this Bylaw shall be applied only to the purposes specified by this Bylaw.
6. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON

READ A SECOND TIME ON

READ A THIRD TIME ON

MAYOR

SIGNED ON

CITY CLERK

SIGNED ON

PROPOSED

Item # 10.2.1.3

BYLAW NUMBER 5B2018

**BEING A BYLAW OF THE CITY OF CALGARY
TO INCUR INDEBTEDNESS BY THE ISSUANCE
OF DEBENTURES IN THE TOTAL AMOUNT OF
\$6.49 MILLION FOR FINANCING THE
IMPROVEMENTS AND UPGRADES OF THE
DISTRIBUTION NETWORK FOR REGULATED
OPERATIONS OF ENMAX CORPORATION

WHEREAS Council of The City of Calgary ("**Council**") has approved the 2019 Capital Budget for ENMAX Corporation, a controlled corporation of The City of Calgary ("**The City**");

AND WHEREAS the improvements and upgrades of the distribution network for the regulated operations of ENMAX Corporation (the "**Improvements and Upgrades**") are estimated to cost \$10.302 million;

AND WHEREAS it is estimated that \$3.812 million of the total cost will be financed from sources other than debenture borrowing;

AND WHEREAS Council has decided to pass a bylaw pursuant to sections 251 and 258 of the *Municipal Government Act*, RSA 2000, c M-26 to borrow the sum of \$6.49 million from Alberta Capital Finance Authority ("**ACFA**") by the issuance of debentures to finance the Improvements and Upgrades;

AND WHEREAS the estimated lifetime of the project financed under this Bylaw is equal to, or in excess of, twenty (20) years;

AND WHEREAS the amount of the long term debt of The City as at 2017 December 31 is \$3,066 million with \$407 million being tax supported debt, \$348 million being self-sufficient tax supported debt and \$2,311 million being self supported debt and no part of the principal or interest is in arrears;

AND WHEREAS all required approvals for the Improvements and Upgrades will be obtained to ensure they are in compliance with all the laws in force in the Province of Alberta;

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

1. The proper officers of The City are hereby authorized to issue debentures on behalf of The City to the maximum sum of \$6.49 million to finance the Improvements and Upgrades.
2. The City shall repay the indebtedness over a period not exceeding twenty (20) years in semi-annual equal principal and interest installments, with interest being calculated at a rate not exceeding the rate fixed by ACFA on the date of the borrowing, up to a maximum rate of 8% per annum.

PROPOSED

BYLAW NUMBER 5B2018

3. The City shall obtain funds from ENMAX Corporation to repay the said indebtedness under the terms of the agreement between The City and ENMAX Corporation, as described in Bylaw No. 59M2018. In the event of any revenue deficiency, The City shall levy and raise municipal taxes sufficient to pay the indebtedness.
4. The indebtedness shall be contracted on the credit and security of The City.
5. The net amount borrowed under this Bylaw shall be applied only to the purposes specified by this Bylaw.
6. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____

PROPOSED

Item # 10.2.1.4

BYLAW NUMBER 6B2018

**BEING A BYLAW OF THE CITY OF CALGARY
TO INCUR INDEBTEDNESS BY THE ISSUANCE
OF DEBENTURES IN THE TOTAL AMOUNT OF
\$150.328 MILLION FOR FINANCING THE
ELECTRIC SYSTEM IMPROVEMENTS AND
UPGRADES FOR THE REGULATED
OPERATIONS OF ENMAX CORPORATION

WHEREAS Council of The City of Calgary ("**Council**") has approved the 2019 Capital budget for ENMAX Corporation, a controlled corporation of The City of Calgary ("**The City**");

AND WHEREAS the electric system improvements and upgrades for the regulated operations of ENMAX Corporation (the "**Improvements and Upgrades**") are estimated to cost \$238.615 million;

AND WHEREAS it is estimated that \$88.287 million of the total cost will be financed from sources other than debenture borrowing;

AND WHEREAS Council has decided to pass a bylaw pursuant to sections 251 and 258 of the *Municipal Government Act*, RSA 2000, c M-26 to borrow the sum of \$150.328 million from Alberta Capital Finance Authority ("**ACFA**") by the issuance of debentures to finance the Improvements and Upgrades;

AND WHEREAS the estimated lifetime of the project financed under this Bylaw is equal to, or in excess of, twenty five (25) years;

AND WHEREAS the amount of the long term debt of The City as at 2017 December 31 is \$3,066 million with \$407 million being tax supported debt, \$348 million being self-sufficient tax supported debt and \$2,311 million being self supported debt and no part of the principal or interest is in arrears;

AND WHEREAS all required approvals for the Improvements and Upgrades will be obtained to ensure they are in compliance with all the laws in force in the Province of Alberta;

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

1. The proper officers of The City are hereby authorized to issue debentures on behalf of The City to a maximum sum of \$150.328 million to finance the Improvements and Upgrades.
2. The City shall repay the indebtedness over a period not exceeding twenty five (25) years in semi-annual equal principal and interest installments, with interest being calculated at a rate not exceeding the rate fixed by ACFA on the date of the borrowing, up to a maximum rate of 8% per annum.

PROPOSED

BYLAW NUMBER 6B2018

3. The City shall obtain funds from ENMAX Corporation to repay the said indebtedness under the terms of the agreement between The City and ENMAX Corporation, as described in Bylaw No. 59M2018. In the event of any revenue deficiency, The City shall levy and raise municipal taxes sufficient to pay the indebtedness.
4. The indebtedness shall be contracted on the credit and security of The City.
5. The net amount borrowed under this Bylaw shall be applied only to the purposes specified by this Bylaw.
6. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____

PROPOSED

Item # 10.2.1.5

BYLAW NUMBER 59M2018

BEING A BYLAW OF THE CITY OF CALGARY AUTHORIZING MUNICIPAL LOANS TO ENMAX CORPORATION

THE MUNICIPAL COUNCIL OF THE CITY OF CALGARY DULY ASSEMBLED
ENACTS THE FOLLOWING:

Purpose

- 1 The purpose of this Bylaw is to provide Loans from The City of Calgary to ENMAX Corporation for financing the regulated operations of ENMAX Corporation's capital programs, pursuant to subsection 264(1)(b) of the Municipal Government Act, RSA 2000, c M-26 [MGA], as modified by subsection 4(11)(a)(i) of the City of Calgary Charter, 2018 Regulation, Alta Reg 40/2018, and section 265 of the MGA.

Interpretation

- 2 In this Bylaw,
 - (a) "The City" means The City of Calgary, a municipal corporation of the Province of Alberta;
 - (b) "Loans" means the lending of debenture funds from The City to ENMAX as authorized by this Bylaw. The debenture funds are issued by Alberta Capital Finance Authority ("ACFA") under Borrowing Bylaws 3B2018, 4B2018, 5B2018 and 6B2018;
 - (c) "ENMAX" means ENMAX Corporation, a controlled corporation of The City and incorporated under the *Business Corporations Act* RSA 2000, c B-9 on July 29, 1997.
 - (d) "Council" means the council of The City.

The Loans

- 3
 - (1) The City shall lend to ENMAX the debenture funds issued under Borrowing Bylaws 3B2018, 4B2018, 5B2018 and 6B2018 to a maximum sum of \$172.415 million. Such loan authorization is made on the condition that the Loans are in accordance with the terms and conditions outlined in the Debt Management Service Level Agreement between The City and ENMAX, dated as of December 18, 1997 and as amended from time to time.
 - (2) The Loans shall be advanced by The City to ENMAX after:
 - (a) Council has given three readings to Borrowing Bylaws 3B2018, 4B2018, 5B2018 and 6B2018;
 - (b) Council has given three readings to this Bylaw; and

PROPOSED

BYLAW NUMBER 59M2018

- (c) Upon receipt of a written request from ENMAX and approval from the City Treasurer of The City.
- (3) ENMAX shall pay to The City the indebtedness over a period not exceeding 25 years in semi-annual equal principal and interest installments according to each debenture, with interest being calculated at a rate not less than the rate fixed by ACFA on the date of borrowing.
- (4) ENMAX shall pay to The City a basic fee of 0.25% per annum on the average monthly outstanding debentures held by The City on behalf of ENMAX.

General matters

4 This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____

PROPOSED

Item # 10.2.2.1

BYLAW NUMBER 7B2018

BEING A BYLAW TO AUTHORIZE THE CITY OF CALGARY TO BORROW UP TO TWO HUNDRED MILLION DOLLARS (\$200,000,000) TO FINANCE OPERATING EXPENDITURES OF THE MUNICIPALITY FOR 2019, 2020, 2021 AND 2022

WHEREAS Sections 251 and 256 of the Municipal Government Act, RSA 2000 c M-26 allow a municipality to borrow sums for the purpose of financing operating expenditures of the municipality;

AND WHEREAS the Council of The City of Calgary ("**Council**") has adopted a four-year budgeting cycle for 2019 to 2022 and has decided to set up an operating borrowing authority for the same period;

AND WHEREAS the amount of taxes to be levied for each of the fiscal years 2019, 2020, 2021 and 2022 (the "**Four Year Period**") by The City of Calgary ("**The City**") for all purposes is estimated to be not less than one billion dollars (\$1,000,000,000);

AND WHEREAS Council deems it necessary to borrow up to two hundred million dollars (\$200,000,000) to finance its operating expenditures for the Four Year Period;

AND WHEREAS the borrowing authority under this Bylaw will be effective to December 31, 2022;

AND WHEREAS the maximum outstanding amount of the borrowings made under the authority of this Bylaw at any time during the Four Year Period are not to exceed two hundred million dollars (\$200,000,000).

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

1. The proper officers of The City are hereby authorized to borrow through or from a chartered bank or by sale of promissory notes in the capital markets such sums as are necessary to finance operating expenditures of The City in 2019, 2020, 2021 and 2022, provided that:
 - a. the aggregate amount borrowed under the authority of this Bylaw at any given time shall not exceed two hundred million dollars (\$200,000,000); and
 - b. any amount to be borrowed under authority of this Bylaw from time to time, together with the then unpaid principal of any other borrowings of The City made for the purpose of financial operating expenditures, shall not exceed the amount estimated to be raised in taxes in the year in which the borrowing is made.
2. The indebtedness shall be payable in lawful money of Canada and bear interest at a rate not exceeding the rate fixed by, in each case, the lender on the date of the borrowing, up to a maximum rate of 8%.

PROPOSED

BYLAW NUMBER 7B2018

3. The borrowing authority shall be for the Four Year Period and the term of any individual borrowing made under the authority of this Bylaw shall not exceed one year from the date of such borrowing.
4. The indebtedness shall be a general obligation of The City to be repaid by revenue derived from the collection of municipal taxes raised in the year the borrowing is made.
5. This Bylaw shall come into force on the date it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____

PROPOSED

Item # 10.2.2.2

BYLAW NUMBER 8B2018

**BEING A BYLAW OF THE CITY OF CALGARY
TO INCUR INDEBTEDNESS BY THE ISSUANCE
OF DEBENTURES IN THE TOTAL AMOUNT
OF \$409.824 MILLION FOR FINANCING
THE WATER TREATMENT & SUPPLY,
WASTEWATER COLLECTION & TREATMENT
AND STORMWATER MANAGEMENT
CAPITAL IMPROVEMENTS**

WHEREAS Council of The City of Calgary ("**Council**") has approved One Calgary 2019-2022 service plans and budgets for The City of Calgary ("**The City**");

AND WHEREAS the water treatment & supply, wastewater collection & treatment and stormwater management capital improvements as described in the attached Schedule "A" (the "**Improvements and Upgrades**") are estimated to cost \$1,140.648 million;

AND WHEREAS it is estimated that \$730.824 million of the total cost of the Improvements and Upgrades will be financed from sources other than debenture borrowing;

AND WHEREAS Council has decided to pass a bylaw pursuant to Sections 251 and 258 of the Municipal Government Act, RSA 2000 c M-26 to borrow the sum of \$409.824 million from Alberta Capital Finance Authority ("**ACFA**") by the issuance of debentures to finance the Improvements and Upgrades;

AND WHEREAS the estimated lifetime of the projects financed under this Bylaw is equal to, or in excess of, twenty five (25) years;

AND WHEREAS the amount of the long term debt of The City as at 2017 December 31 is \$3,066 million with \$407 million being tax supported debt, \$348 million being self-sufficient tax supported debt and \$2,311 million being self supported debt and no part of the principal or interest is in arrears;

AND WHEREAS all required approvals for the Improvements and Upgrades will be obtained prior to construction to ensure they are in compliance with all the laws in force in the Province of Alberta.

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

1. The proper officers of The City are hereby authorized to issue debentures on behalf of The City to a maximum sum of \$409.824 million to finance the Improvements and Upgrades.
2. The City shall repay the indebtedness over a period not exceeding twenty-five (25) years in semi-annual equal principal and interest installments, with interest being calculated at

PROPOSED

BYLAW NUMBER 8B2018

a rate not exceeding the rate fixed by ACFA on the date of the borrowing, up to a maximum rate of 8% per annum.

3. The City shall charge user fees sufficient to pay the interest, principal, fees and deposits when due and as required on the indebtedness. In the event of any revenue deficiency, The City shall levy and raise municipal taxes sufficient to pay the indebtedness.
4. The indebtedness shall be contracted on the credit and security of The City.
5. The net amount borrowed under this Bylaw shall be applied only to the Improvements and Upgrades.
6. The attached Schedule "A" is hereby declared to form part of this Bylaw.
7. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____

PROPOSED

BYLAW NUMBER 8B2018

SCHEDULE "A"

THE CITY OF CALGARY
Borrowing Bylaw 8B2018

Amount of Bylaw : \$409,824,000
Term of Borrowing: not exceeding 25 years
Municipal Government Act Section 251 & 258
Council Approval Document: One Calgary 2019-2022 service plans and budgets

Service Line	Purpose of Borrowing
Water treatment & supply	Water treatment plants
	Water distribution network
Wastewater collection & treatment	Wastewater treatment plants
	Wastewater collection network
Stormwater management	Drainage facilities & network

PROPOSED

Item # 10.2.2.3

BYLAW NUMBER 9B2018

BEING A BYLAW OF THE CITY OF CALGARY TO INCUR INDEBTEDNESS BY THE ISSUANCE OF DEBENTURES IN THE TOTAL AMOUNT OF \$159.9 MILLION FOR FINANCING THE ACQUISITION OF VEHICLES AND EQUIPMENT FOR FLEET MANAGEMENT

WHEREAS Council of The City of Calgary ("**Council**") has approved One Calgary 2019-2022 service plans and budgets for The City of Calgary ("**The City**");

AND WHEREAS the acquisition of vehicles and equipment (the "**Acquisitions**") are estimated to cost \$159.9 million;

AND WHEREAS Council has decided to pass a bylaw pursuant to Sections 251 and 258 of the *Municipal Government Act*, RSA 2000 c M-26 to borrow the sum of \$159.9 million from Alberta Capital Finance Authority ("**ACFA**") by the issuance of debentures to finance the Acquisitions;

AND WHEREAS the estimated lifetime of the Acquisitions financed under this Bylaw is equal to, or in excess of, ten (10) years;

AND WHEREAS the amount of the long term debt of The City as at 2017 December 31 is \$3,066 million with \$407 million being tax supported debt, \$348 million being self-sufficient tax supported debt and \$2,311 million being self supported debt and no part of the principal or interest is in arrears;

AND WHEREAS all required approvals for the Acquisitions will be obtained to ensure they are in compliance with all the laws in force in the Province of Alberta.

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

1. The proper officers of The City are hereby authorized to issue debentures on behalf of The City to a maximum sum of \$159.9 million to finance the Acquisitions.
2. The City shall repay the indebtedness over a period not exceeding ten (10) years in semi-annual equal principal and interest installments, with interest being calculated at a rate not exceeding the rate fixed by ACFA on the date of the borrowing, up to a maximum rate of 8% per annum.
3. The City shall charge user fees sufficient to pay the interest, principal, fees and deposits when due and as required on the indebtedness. In the event of any revenue deficiency, The City shall levy and raise municipal taxes sufficient to pay the indebtedness.
4. The indebtedness shall be contracted on the credit and security of The City.

PROPOSED

BYLAW NUMBER 9B2018

5. The net amount borrowed under this Bylaw shall be applied only to the Acquisitions.
6. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____