



AGENDA

STRATEGIC MEETING OF COUNCIL

May 16, 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 April 23
6. PRESENTATION(S) AND RECOGNITION(S)

(none)
7. CONSENT AGENDA

(none)
8. POSTPONED REPORTS
(includes related/supplemental reports)

(none)
9. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 9.1 OFFICER OF COUNCIL REPORTS
 - 9.2 ADMINISTRATION REPORTS
 - 9.2.1 One Calgary: Further Program Components, C2018-0586
 - 9.3 COMMITTEE REPORTS
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

- 11.1 2026 Olympic and Paralympic Winter Games Project Team Revised Governance, OPC2018-0643
- 11.2 Amendments to the 2026 Olympic and Paralympic Winter Games Council Committee Terms of Reference, OPC2018-0611
- 11.3 2026 Olympic and Paralympic Winter Games Council Committee Work Plan Update, OPC2018-0644
- 11.4 2026 Olympic and Paralympic Winter Games Council Committee Proposed Meeting Agendas, OPC2018-0642

12. CONFIDENTIAL ITEMS

- 12.1 CONSENT AGENDA
(none)
- 12.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
- 12.3 URGENT BUSINESS
 - 12.3.1 Update on BidCo Chair Recruitment (Verbal), OPC2018-0646
Note: Requested to be dealt with as the first Item of business.

Held Confidential subject to Sections 17, 19 and 24 of *FOIP*.
 - 12.3.2 Update on Engagement and Advisory Sub-Committee Membership, OPC2018-0645
Held Confidential subject to Sections 17, 19 and 24 of *FOIP*.

13. ADMINISTRATIVE INQUIRIES

14. ADJOURNMENT



MINUTES
REGULAR MEETING OF COUNCIL

April 23, 2018, 9:30 AM
IN THE COUNCIL CHAMBER

PRESENT:

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

ALSO PRESENT:

City Manager J. Fielding
Deputy City Manager B. Stevens
City Solicitor and General Counsel G. Cole
Chief Financial Officer E. Sawyer
General Manager S. Dalglish
General Manager D. Duckworth
General Manager K. Hanson
General Manager R. Stanley
Acting General Manager Doug Morgan
City Clerk L. Kennedy
Acting City Clerk B. Hilford
Legislative Recorder M. A. Cario
Legislative Recorder D. Williams
Legislative Assistant L. McDougall
Legislative Assistant T. Rowe

1. CALL TO ORDER

Mayor Nenshi called today's Meeting to order at 9:33 a.m.

2. OPENING REMARKS

Mayor Nenshi provided opening remarks and called for a moment of quiet contemplation at today's Meeting.

3. QUESTION PERIOD

1. Councillor Chu

Topic: Pot Hole Restoration Update

2. Councillor Chu

Topic: Waste and Recycling Service Rates for Non-Profit Community Associations

3. Councillor Colley-Urquhart

Topic: Status of Calgary's Olympic Bid

4. CONFIRMATION OF AGENDA

Introduction

Councillor Davison introduced a group of students from Calgary Academy in Ward 6, along with their teachers.

Moved by Councillor Jones

Seconded by Councillor Davison

That the Agenda for today's meeting be amended by bringing forward and postponing Item 10.1.1, Tax Status of Bingo Facilities, to be dealt with immediately following the Consent Agenda.

MOTION CARRIED

Moved by Councillor Gondek

Seconded by Councillor Woolley

That the Agenda for today's Meeting as amended, be further amended by bringing forward and referring Items 8.1 and 12.2.7, Calgary Planning Commission – Resignation and Appointment, PFC2018-0241 to the Calgary Planning Commission Council Representatives, to review the list of applicants and to return with recommendations to the 2018 May 28 Regular Meeting of Council.

MOTION CARRIED

Moved by Councillor Chahal

Seconded by Councillor Woolley

That the Agenda for today's meeting as amended, be further amended by bringing forward and postponing, as follows:

- Item 9.2.2, Updated Olympic Bid Proposed Public Engagement Approach Status Update, C2018-0505, to be dealt in conjunction with Item 8.2, Olympic Bid Proposed Public Engagement Approach, PFC2018-0366 and Item 8.3, Vote of the Electors (Plebiscite), PFC2018-0373; and
- Item 9.2.3, Establishment of an Olympic and Paralympic Winter Games Council Committee, C2018-0533 to be dealt with at today's Closed Meeting.

Against: Councillor Farkas

MOTION CARRIED

Moved by Councillor Woolley
Seconded by Councillor Chahal

That the Agenda for today's meeting as amended, be further amended by adding the following as items of Urgent Business:

- 11.1 The City of Calgary 2017 Annual Report, AC2018-0473;
- 11.2 2017 External Auditor's Year-End Report, AC2018-0270; and
- 11.3 The City of Calgary 2017 Infrastructure Status Report, UCS2018-0116.

MOTION CARRIED

Moved by Councillor Sutherland
Seconded by Councillor Colley-Urquhart

That the Agenda for today's meeting as amended, be further amended, by adding the following as items of Confidential Urgent Business:

- 12.3.1 Proposed Approval of Expropriation (Alyth-Bonnybrook) – (Ward 09) File No. 1009 26 AV SE (DG), UCS2018-0468;
- 12.3.2 Proposed Approval of Expropriation (Alyth-Bonnybrook) – Ward 09 File No. 1027 26 AV SE (DG), UCS2018-0469;
- 12.3.3 Omni Area Structure Plan Intermunicipal Appeal Update, IGA2018-0482; and
- 12.3.4 Proposed Lease - Downtown West End - Ward 08 (701 11 ST SW), C2018-0518.

MOTION CARRIED

Moved by Councillor Keating
Seconded by Councillor Demong

That the Agenda for the 2018 April 23 Regular Meeting of Council, be confirmed, **as amended**.

MOTION CARRIED

5. CONFIRMATION OF MINUTES

- 5.1 Minutes of the Combined Meeting of Council, 2018 April 05

Moved by Councillor Demong
Seconded by Councillor Davison

That the Minutes of the 2018 April 05 Combined Meeting of Council be confirmed.

MOTION CARRIED

6. PRESENTATION(S) AND RECOGNITION(S)

- 6.1 United Way 2017 Employee Campaign Cheque Presentation

Note: Items 6.1 and 6.2 were dealt with prior to the Question Period in today's Agenda.

Mayor Nenshi presented the 2017 United Way Employee Campaign Cheque in the amount of \$516,289 to General Manager, Community Services, Kurt Hanson and United Way of Calgary, Chief Executive Officer, Karen Young.

6.2 National Poetry Month Recognition by Council

Mayor Nenshi recognized National Poetry Month which is celebrated across Canada and the USA in April, following UNESCO's World Poetry Day on March 21st. Mayor Nenshi introduced Calgary's newest fourth Poet Laureate, Sheri-D Wilson, she recited a portion of a poem entitled "Love Unlocks".

6.3 The 2018 Olympians and Paralympians Recognition

Mayor Nenshi recognized the following:

- Vice-Regal Party, Honourable Lois E. Mitchell, Lieutenant Governor of Alberta and His Honour, Honourary Colonel, Douglas Mitchell;
- Team members of the PyeongChang 2018 Olympic and Paralympic Winter Games; and
- Representatives from the Canadian Olympic Committee, the Canadian Paralympic Committee, the Canadian Sport Institute Calgary and Alberta Sport Connection.

Council recessed at 1:42 p.m. to reconvene and reconvened at 1:51 p.m. with Mayor Nenshi in the Chair.

7. CONSENT AGENDA

Moved by Councillor Davison

Seconded by Councillor Magliocca

That the Committee Recommendations contained in the following Reports be adopted in an omnibus motion:

7.1. Updated Terms of Reference for The City of Calgary/City of Chestermere Intermunicipal Committee, IGA2018-0209;

7.2. Silvera for Seniors Budget Review, PFC2018-0196; and

7.4. Recognitions by Council Policy, PFC2018-0112.

MOTION CARRIED

7.1 Updated Terms of Reference for The City of Calgary/City of Chestermere Intermunicipal Committee, IGA2018-0209

7.2 Silvera for Seniors Budget Review, PFC2018-0196

7.4 Recognitions by Council Policy, PFC2018-0112

7.3 2017 Year End Accountability Report, PFC2018-0101

A Briefing Note document entitled "2017 Corporate Annual Report", dated 2018 April 23, with respect to Report PFC2018-0101, was distributed.

Moved by Councillor Chu

Seconded by Councillor Sutherland

That with respect to Report PFC2018-0101, the following be adopted:

That Council receive this report for information.

MOTION CARRIED

7.5 The City's Strategic Plan Principles, PFC2018-0445

Moved by Councillor Chu

Seconded by Councillor Sutherland

That with respect to Report PFC2018-0445, the following be adopted:

That Council approve the five Strategic Plan Principles outlined in Attachment 1.

MOTION CARRIED

7.6 Abbeydale-Applewood Park Train Whistle Cessation, CPS2018-0364

Moved by Councillor Colley-Urquhart

Seconded by Councillor Carra

That with respect to Report CPS2018-0364, the following be adopted:

That Council:

1. Approve the cessation of train whistling at the rail crossing location known as *Mile 121.30 of the CN Three Hills subdivision* (Attachment 1); and
2. Direct Administration to provide notification of the above Council direction to Canadian National Railway, the headquarters of Transport Canada Rail Safety Directorate, and other relevant stakeholders as required.

MOTION CARRIED

8. POSTPONED REPORTS

8.1 Calgary Planning Commission - Resignation and Appointment, PFC2018-0241

Council referred this item at Confirmation of Agenda.

8.2 Olympic Bid Proposed Public Engagement Approach, PFC2018-0366

The decision with respect to Report PFC2018-0366 is contained under Report, Updated Olympic Bid Proposed Public Engagement Approach, C2018-0505.

8.3 Vote of the Electors (Plebiscite), PFC2018-0373

The decision with respect to Report PFC2018-0373 is contained under Report, Updated Olympic Bid Proposed Public Engagement Approach, C2018-0505.

9. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

9.1 OFFICER OF COUNCIL REPORTS

9.2 ADMINISTRATION REPORTS

9.2.1 Indigenous Flags to be Displayed in Council Chamber, C2018-0130

Moved by Councillor Colley-Urquhart

Seconded by Councillor Sutherland

That with respect to Report C2018-0130, the following be adopted, **after amendment**:

That Council direct Administration:

1. To continue its work with the member Nations of Treaty 7 and the Métis Nation of Alberta Region 3 to refine a strategy and proposal for the display of Indigenous flags in the Council Chamber; and

2. **Bring an update, on this matter, to the Calgary Aboriginal Urban Affairs Committee (CAUAC).**

MOTION CARRIED

9.2.2 Updated Olympic Bid Proposed Public Engagement Approach Status Update, C2018-0505

A PowerPoint presentation entitled "Updated Olympic Bid Proposed Engagement Approach", dated 2018 April 23.

Moved by Councillor Carra

Seconded by Councillor Keating

That Councillor Chu's proposed amendment, as amended, be further amended by deleting Recommendation 5 in its entirety and by substituting the following new Recommendation 5:

"5. Direct that the 2026 Olympic and Paralympic Winter Games Council Committee consider holding a non-statutory public hearing of Council on the Olympics."

ROLL CALL VOTE

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

Against: (5): Councillor Chu, Councillor Farkas, Councillor Farrell, Councillor Gondek, and Councillor Magliocca

MOTION CARRIED

Moved by Councillor Chu

Seconded by Councillor Magliocca

The amendment, as amended, with respect to the Recommendations 4 and 5 of Report C2018-0505, be further amended as follows:

- in Recommendation 4 by deleting the words "and c" following the words "Committee Recommendations 2, a, b"; and
- by adding a new Recommendation 5, as follows, and by renumbering the Recommendations accordingly:

"5. Direct that the 2026 Olympic and Paralympic Winter Games Council Committee consider holding a non-statutory public hearing of Council on the Olympics."

ROLL CALL VOTE

For: (11): Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Jones, Councillor Keating, Councillor Sutherland, and Councillor Woolley

Against: (4): Mayor Nenshi, Councillor Chu, Councillor Gondek, and Councillor Magliocca

MOTION CARRIED

Council recessed at 11:59 a.m. and reconvened in the Council Chamber at 1:18 p.m. with Mayor Nenshi in the Chair.

Moved by Councillor Farkas

Seconded by Councillor Chu

That with respect to Report C2018-0505, Recommendation 6 be amended by deleting the words "in principle" following the word "Endorse".

ROLL CALL VOTE

For: (5): Councillor Chu, Councillor Demong, Councillor Farkas, Councillor Gondek, and Councillor Magliocca

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

MOTION DEFEATED

Moved by Councillor Colley-Urquhart

Seconded by Councillor Jones

That with respect to Report C2018-0505, Recommendation 1 be adopted as follows:

That Council:

1. Approve the updated Public Engagement Approach (Attachment 1).

ROLL CALL VOTE

For: (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

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

MOTION CARRIED

Moved by Councillor Colley-Urquhart

Seconded by Councillor Jones

That with respect to Report, C2018-0505, Recommendations 2,3,4 and 5 be adopted **as amended**, as follows:

That Council:

2. Receive for information the Terms of Reference (Attachment 2) for the Engagement Advisory sub-committee;
3. Direct Administration to refer all public engagement updates to newly-established 2026 Olympic and Paralympic Winter Games Council Committee;
4. File Committee Recommendations 2, a and b, as contained in Item 8.2, Report PFC2018-0366, and the Recommendation contained in Item 8.3, Report PFC2018-0373; and
5. **Direct that the 2026 Olympic and Paralympic Winter Games Council Committee consider holding a non-statutory public hearing of Council on the Olympics.**

MOTION CARRIED

Moved by Councillor Colley-Urquhart

Seconded by Councillor Jones

That with respect to Report C2018-0505, Recommendation 6 be adopted as follows:

That Council:

6. Endorse in principle a vote of the electors (plebiscite) on this issue, and direct Administration to commence work on the plebiscite and return to Council through the 2026 Olympic and Paralympic Winter Games Council Committee with details on the question, timing, and funding of the plebiscite no later than June 2018.

Against: Councillor Farrell

MOTION CARRIED

Moved by Councillor Chahal

Seconded by Councillor Carra

That with respect to Report C2018-0505, Council direct the 2026 Olympic and Paralympic Winter Games Council Committee to:

- a) evaluate the best method to include all Calgarians over the age of 14 to participate in a plebiscite-style process; and
- b) work with Calgary schools to ensure all youth over the age of 14 can participate.

And further, to Report back to Council through the 2026 Olympic and Paralympic Winter Games Council Committee no later than the end of Q2 2018.

ROLL CALL VOTE

For: (6): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Davison, Councillor Gondek, and Councillor Jones

Against: (9): Councillor Chu, Councillor Colley-Urquhart, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Keating, Councillor Magliocco, Councillor Sutherland, and Councillor Woolley

MOTION DEFEATED

Moment of Silence

Mayor Nenshi called for a moment of silence with respect to the tragedy that occurred today in Toronto Ontario.

Council recessed at 3:17 p.m. and reconvened at 3:53 p.m. with Deputy Mayor Carra in the Chair.

Mayor Nenshi assumed the Chair at 3:56 p.m. and Councillor Carra returned to his regular seat in Council.

Moved by Councillor Colley-Urquhart

Seconded by Councillor Jones

That in accordance with to Section 65(1) of the Procedure Bylaw 35M2017, Council add an item of Confidential Urgent Business, Item 12.3.5 Appointments to the Engagement Advisory Sub-Committee, VR2018-0027.

MOTION CARRIED

9.2.3 Establishment of an Olympic and Paralympic Winter Games Council Committee, C2018-0533

Note: This item was dealt with at today's Closed Meeting Session.

Administration in attendance during in the Closed Meeting discussions with respect to Report C2018-0533:

Clerk: L. Kennedy, B. Hilford, M. A. Cario and T. Rowe. Advice: B. Stevens. Legal: G. Cole.

Moved by Councillor Keating

Seconded by Councillor Woolley

That with respect to Report C2018-0533, the following be adopted:

That Council:

1. Adopt the Proposed Terms of Reference for the 2026 Olympic and Paralympic Winter Games Council Committee as provided in Attachment 1;
2. Appoint:
Councillor Colley-Urquhart
Councillor Woolley
Councillor Jones
Councillor Demong
to serve as members of the 2026 Olympic and Paralympic Winter Games Council Committee with the Mayor, the term of such appointments to expire at the 2018 Organizational Meeting of Council; and
3. Direct that Attachment 2 remain confidential pursuant to Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act*.

ROLL CALL VOTE

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

Against: (2): Councillor Farkas, and Councillor Magliocca

MOTION CARRIED

9.2.4 Federation of Canadian Municipalities Conference – Council Delegates (Verbal), C2018-0521

Moved by Councillor Jones

Seconded by Councillor Chu

That with respect to Verbal Report C2018-0521, the following be adopted:

That Council approve the following five Council Delegates to accompany the Federation of Municipalities (FCM) Director, Councillor Magliocca and the Mayor to the FCM conference in Halifax, Nova Scotia, 2018 May:

1. Ward Sutherland
2. Jyoti Gondek
3. Evan Woolley
4. Ray Jones
5. Peter Demong.

MOTION CARRIED

9.3 COMMITTEE REPORTS

9.3.1 Proposed Amendments to the Council Policy on Governance and Appointments of Boards, Commissions and Committees (CP2016-03), PFC2018-0444

Moved by Councillor Chu

Seconded by Councillor Woolley

That with respect to Report PFC2018-0444, the following be adopted:

That Council:

1. a) Direct the City Clerk's Office to include the Licence and Community Standards Appeal Board and the Subdivision and Development Appeal Board in its annual BCC advertisement and recruitment campaign commencing in 2018 for appointments presented to the annual Organizational Meeting, with terms effective 2019 January 01;
- b) Direct the City Clerk's Office to include the Assessment Review Board in its annual BCC advertisement and recruitment campaign commencing in 2019 for appointments presented at the annual Organizational Meeting, with terms effective 2020 January 01.
- c) Direct the City Clerk's Office (Protocol) to continue hosting an annual BCC Recognition Event for outgoing Public Members; and
- d) i) Reconsider its "June campaign" decision of 2016 April 25, of report LGT2016-0244 to advertise and recruit vacant BCC positions in June; and
ii) Direct the City Clerk's Office to conduct its annual BCC advertisement and recruitment campaign in August/September of each year commencing in 2018;
2. Adopt the proposed amendments to the Council policy on Governance and Appointments of Boards, Commissions and Committees, CP2016-03, as outlined in Attachment 1.

MOTION CARRIED

9.3.2 Livery Industry Improvements – Update on Bylaw 42M2016, Bylaw 20M2018, CPS2018-0378

Distributions with respect to Report CPS2018-0378:

- A document entitled "Livery Industry Improvements"; and
- A document entitled "Financial Impacts Associated with Proposed Amendments, to CPS2018-0378".

Moved by Councillor Colley-Urquhart

Seconded by Councillor Woolley

That with respect to Report CPS2018-0378, the following be adopted:

That Council:

1. Receive this report and attachments for information;
2. Give three readings to the proposed bylaw to amend the Livery Transport Bylaw 6M2007 (Attachment 1); and
3. Direct Administration to undertake a full review of the fee structure in the Livery Transport Bylaw 6M2007 and report back to Council through the SPC on Community & Protective Services no later than 2019 Q2.

Against: Councillor Chu

MOTION CARRIED

Moved by Councillor Colley-Urquhart
Seconded by Councillor Woolley

That Bylaw 20M2018 be read introduced and read a first time.

MOTION CARRIED

Moved by Councillor Chahal
Seconded by Councillor Farkas

That Bylaw 20M2018 be amended, on Page 3 of 8, under Section 14, by deleting the amount "\$100" following the words A fee of up to" and by substituting the amount "\$250".

ROLL CALL VOTE

For: (11): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Jones, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

Against: (4): Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, and Councillor Woolley

MOTION CARRIED

Moved by Councillor Chahal
Seconded by Councillor Sutherland

That Bylaw 20M2018 as amended, be further amended on Page 4 of 8 by adding new subsection 19(c) as follows:

"(c) for item 1, the 2018 Livery Vehicle Registration Certificate fee is changed from "\$141" to "\$0".

ROLL CALL VOTE

For: (10): Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Gondek, Councillor Jones, Councillor Magliocca, and Councillor Sutherland

Against: (5): Mayor Nenshi, Councillor Colley-Urquhart, Councillor Farrell, Councillor Keating, and Councillor Woolley

MOTION CARRIED

Moved by Councillor Chahal
Seconded by Councillor Chu

That Bylaw 20M2018, as amended, be further amended, as follows:

- on Page 4 of 8, by adding a new new subsection 19(d) as follows:
“(d) for item 8.1, the 2018 Annual T.N.D.L. fee is changed from
“\$229” to “\$265”; and
- under Section 20, subsection 4, Page 5 of 8, calculation of the Minimum Fee by deleting the amount “\$229” and by substituting the amount “\$265”.

ROLL CALL VOTE

For: (5): Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Jones, and Councillor Keating

Against: (9): Mayor Nenshi, Councillor Colley-Urquhart, Councillor Davison, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

MOTION DEFEATED

Moved by Councillor Woolley
Seconded by Councillor Colley-Urquhart

That Bylaw 20M2018, as amended, be further amended, on Page 3 of 8 as follows:

- under Section 9 by adding new new subsection 9.1, as follows:
“9.1 Subsection 54.8(1)(e)(vi) is deleted.”
- under Section 14, by adding new subsection 14.1, as follows
“14.1 Subsection 88.4(1)(e) is deleted.”

MOTION CARRIED

Moved by Councillor Chahal
Seconded by Councillor Demong

That Bylaw 20M2018, as amended, be further amended, on Page 4 of 8, Section 20, by combining subsections 3 (a) and (b) into a single subsection 3 (a) and subsection 3(c) be renumbered as subsection 3(b).

MOTION CARRIED

That Bylaw 20M2018 be read a second time, as amended.

MOTION CARRIED

That authorization now be given to read Bylaw 20M2018 a third time, as amended.

MOTION CARRIED UNANIMOUSLY

That Bylaw 20M2018 be read a third time, as amended.

MOTION CARRIED

Moved by Councillor Chahal
Seconded by Councillor Chu

That with respect to Report CPS2018-0378, Recommendation a, be adopted as follows:

That Council direct Administration to enhance fairness across the livery industry by:

a) Exploring the feasibility of requiring all private for hire vehicles to have a fully operational security camera system with footage retained for five days;

and report back to Council through the Standing Policy Committee on Community and Protective Services no later than 2019 Q2.

ROLL CALL VOTE

For: (6): Councillor Chahal, Councillor Chu, Councillor Demong, Councillor Farkas, Councillor Jones, and Councillor Keating

Against: (9): Mayor Nenshi, Councillor Carra, Councillor Colley-Urquhart, Councillor Davison, Councillor Farrell, Councillor Gondek, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

MOTION DEFEATED

Moved by Councillor Chahal
Seconded by Councillor Chu

That with respect to CPS2018-0378, Recommendation b, be adopted as follows:

That Council direct Administration to enhance fairness across the livery industry by:

b) Exploring a requirement that all private for hire drivers must complete training equivalent to that required of other livery industry drivers;

and report back to Council through the Standing Policy Committee on Community and Protective Services no later than 2019 Q2.

ROLL CALL VOTE

For: (10): Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Jones, Councillor Keating, and Councillor Magliocca

Against: (5): Mayor Nenshi, Councillor Colley-Urquhart, Councillor Gondek, Councillor Sutherland, and Councillor Woolley

MOTION CARRIED

Moved by Councillor Woolley

Seconded by Councillor Colley-Urquhart

That with respect to Report CPS2018-0378, Council direct the Mayor to write a letter to the provincial government advocating for an amendment to the Transportation Network Companies Regulation AR 100/2016 in order to streamline police check requirements for Transportation Network Company Licence holders.

MOTION CARRIED

10. ITEMS DIRECTLY TO COUNCIL

10.1 NOTICE(S) OF MOTION

10.1.1 Tax Status of Bingo Facilities, C2018-0506

Moved by Councillor Jones

Seconded by Councillor Magliocca

That with respect to Notice of Motion C2018-0506, the following be adopted:

NOW THEREFORE BE IT RESOLVED that Council direct Administration to cancel the municipal portion of the 2018 property taxes for the properties or portions of the properties occupied by the Bingo Facilities, excluding any liquor licence areas or other gaming activities, being:

- \$76,617.00 for The Bingo Barn (roll number 054013503);
 - \$102,207.08 for The Bingo Palace (specifically, \$66,963.26 for roll number 031007297, \$17,621.91 for roll number 031007107 and \$17,621.91 for roll number 031007008); and
 - \$47,196.07 for The Five Star Bingo & Pub (roll number 093167906);
- for a total of \$226,020.15, with the conditions that the Bingo Facilities maintain their Class A bingo facility licences and the property owners of the properties occupied by the Bingo Facilities confirm in writing that they will provide the full benefit of the tax cancellations to the Bingo Facilities.

Against: Councillor Chahal and Councillor Farrell

MOTION CARRIED

10.1.2 CCIS Purchase of Road Right of Way, C2018-0509

Council recessed at 6:00 p.m. and reconvened at 7:16 p.m.

Moved by Councillor Carra

Seconded by Councillor Sutherland

That Councillor Demong's proposed referral to Notice of Motion C2018-0509, as follows, be amended by deleting it in its entirety and substituting with the following:

~~"**Moved by:** Councillor Demong~~

~~**Seconded by:** Councillor Sutherland~~

~~That Councillor Carra's proposed motion with respect to C2018-0509, be referred, as follows, to the Administration to develop a framework for the disposition of land disposed of at less than market value to not for profit groups, such report to specifically establish criteria for the disposition of land below market value, to consider putting a financial cap on the value of land sold below market value (on the basis of the difference between the market value and proposed transaction value), and direct that a report be provided to Council through the Standing Policy Committee on Utilities and Corporate Services, no later than Q3 2018."~~

~~And further, with respect to Calgary Catholic Immigration Society's concerns regarding fencing around the property, additional language for your consideration:~~

~~"In the interim, direct the Administration provide to the potential purchaser a license that would allow for fencing to be put up around the perimeter of the property, if the potential purchaser desires, at its sole cost and expense."~~

~~"**Moved by:** Councillor Carra~~

~~**Seconded by:** Councillor Chahal~~

~~That with respect to C2018-0509, the following be adopted:~~

~~NOW THEREFORE BE IT RESOLVED that Real Estate and Development Services be directed to:~~

~~1. enter into direct negotiations with the Calgary Catholic Immigration Society's (the CCIS) regarding the sale at nominal value, with an access easement for maintenance at the Memorial Drive sound attenuation wall, for the Parcel, and~~

~~-~~

~~2. report back to Council through the Standing Policy Committee on Utilities and Corporate Services for approval of the sale no later than end of Q4 2018."~~

That Notice of Motion C2018-0509 be referred to administration to:

- 1) undertake due diligence on the parcel pertaining to site developability, the CCIS, preferred method and type of disposition, and potential disposition clauses, and return to Council on 2018 May 7;
- 2) to develop a broader framework for the disposition of land disposed of at less than market value to not for profit groups, such report to specifically establish criteria, to consider putting a financial cap on the value of land sold below market value (on the basis of the difference between the market value and proposed transaction value), to consider delegated authority on some transactions, and direct that a report be provided to Council through the Standing Policy Committee on Utilities and Corporate Services, no later than Q3 2018; and,
- 3) Immediately, direct the Administration provide to the potential purchaser a license that would allow for fencing to be put up around the perimeter of the proposed property, if the potential purchaser desires, at its sole cost and expense.

MOTION CARRIED

Moved by Councillor Demong

Seconded by Councillor Sutherland

That with respect to C2018-0509, the following be adopted, **as amended:**

That Notice of Motion C2018-0509 be referred to Administration to:

1. undertake due diligence on the parcel pertaining to site developability, the CCIS, preferred method and type of disposition, and potential disposition clauses, and return to Council on 2018 May 7;
2. to develop a broader framework for the disposition of land disposed of at less than market value to not for profit groups, such report to specifically establish criteria, to consider putting a financial cap on the value of land sold below market value (on the basis of the difference between the market value and proposed transaction value), to consider delegated authority on some transactions, and direct that a report be provided to Council through the Standing Policy Committee on Utilities and Corporate Services, no later than Q3 2018; and,
3. Immediately, direct the Administration provide to the potential purchaser a license that would allow for fencing to be put up around the perimeter of the proposed property, if the potential purchaser desires, at its sole cost and expense.

MOTION CARRIED

10.1.3 Improving Safety for Thousands of Calgary Households, C2018-0512

Moved by Councillor Carra

Seconded by Councillor Chahal

That with respect to Notice of Motion C2018-0512, the following be adopted:

NOW THEREFORE BE IT RESOLVED that City Council direct Administration to:

1. explore options for a path to legality for illegal dwellings existing within this four-plex condition throughout the city potentially through City-initiated conversion to R-CG or by some other appropriate means; and
2. explore enforcement mechanisms for landlords unwilling to bring these four-plexes into compliance with the Building Code once a path to safety through legality has been established; and
3. report back to Council through the Standing Policy Committee on Planning and Urban Development with a scoping report no later than Q2 2019.

MOTION CARRIED

10.1.4 Re: Multilingual Communications & Engagement Policy, C2018-0504

Moved by Councillor Chahal
Seconded by Councillor Jones

That with respect to Notice of Motion C2018-0504, the following be adopted:

THEREFORE, BE IT RESOLVED that City Council directs City Administration to develop and report back to Council no later than Q3 2018 on a short-term communications and engagement approach for translation and increasing access for ethno-cultural communities, including resourcing and based on the Channel Strategy for Ethno-cultural Communities, for current and upcoming City projects;

AND FURTHER BE IT RESOLVED that City Council directs City Administration to develop and report back to Council through the Standing Policy Committee on Community and Protective Services no later than Q2 2019 on recommendations for a policy, strategies and implementation plan that includes standards of service for translation and interpretation, timelines, resources and budgets that incorporates the work done on the Channel Strategy for Ethno-Cultural Communities;

AND FURTHER BE IT RESOLVED that City Council directs City Administration to research and report back to Council through the Standing Policy Committee on Community and Protective Services no later than Q4 2018 on the resourcing needs of the Office of the Councillors and the Office of the Mayor as they relate to communications and engagement with ethnically diverse communities in Calgary.

MOTION CARRIED

10.1.5 Silvera for Seniors Property Tax Cancellation, C2018-0495

Moved by Councillor Sutherland
Seconded by Councillor Woolley

That with respect to Notice of Motion C2018-0495, the following be adopted:

NOW THEREFORE BE IT RESOLVED that the 2018 property taxes for The Properties, specifically roll numbers 202366720, 065006207 and 201443702, be cancelled for the Municipal portion of \$ 133,487.18, representing the 12 months in 2018.

AND FURTHER BE IT RESOLVED that the City of Calgary request the Province of Alberta cancel the Provincial requisition portion of the property taxes on Silvera's properties for the 2018 tax year.

MOTION CARRIED

10.1.6 Tax Cancellation for Calgary Housing Company (CHC) Properties, C2018-0510

Moved by Councillor Farrell
Seconded by Councillor Farkas

That with respect to Notice of Motion C2018-0510, the following be adopted:

NOW THEREFORE BE IT RESOLVED THAT the 2018 property taxes for the Calgary Housing Company properties be cancelled for the Municipal portion of \$ 1,345,125.40;

AND FURTHER BE IT RESOLVED that the City of Calgary requests that the Province of Alberta cancel the Provincial requisition portion of the property taxes on CHC properties for the 2018 tax year.

MOTION CARRIED

10.2 BYLAW TABULATIONS

None

10.3 MISCELLANEOUS BUSINESS

None

11. URGENT BUSINESS

11.1 The City of Calgary 2017 Annual Report, AC2018-0473

Moved by Councillor Woolley
Seconded by Councillor Chahal

That with respect to Report AC2018-0473, the following be adopted:

That Council approve the Revised Attachment, The City of Calgary 2017 Annual Report.

MOTION CARRIED

11.2 2017 External Auditor's Year-End Report, AC2018-0270

Moved by Councillor Woolley

Seconded by Councillor Chahal

That with respect to Report AC2018-0270, the following be adopted:

That Council receive Report AC2018-0270, 2017 External Auditor's Year-End Report, and the Attachment, for information.

MOTION CARRIED

11.3 The City of Calgary 2017 Infrastructure Status Report, UCS2018-0116

Moved by Councillor Sutherland

Seconded by Councillor Demong

That with respect to Report UCS2018-0116, the following be adopted:

That Council:

1. Receive Report UCS2018-0116 and Revised Attachment 1 for information; and
2. Approve the SPC on Utilities and Corporate Services' request that a Strategic Session of Council be held in May or June 2018 on the Capital Infrastructure Management to include:
 - addressing City-Owned assets
 - short and long term infrastructure risks
 - addressing the infrastructure gap

MOTION CARRIED

Moved by Councillor Woolley

Seconded by Councillor Farkas

That in accordance with Section 65(1) of Procedure Bylaw 35M2017, Council add an item of Confidential Urgent Business, Item 12.3.6 Personnel Matter (Verbal), VR2018-0028.

MOTION CARRIED

12. CONFIDENTIAL ITEMS

Moved by Councillor Sutherland

Seconded by Councillor Carra

That, subject to Sections of 16, 17, 19, 23, 24 and 25 of the Freedom of Information and Protection of Privacy Act, Council move into Closed Meeting in the Council Boardroom at 8:32 p.m., to discuss confidential matters with respect to the following items:

9.2.3 Establishment of an Olympic and Paralympic Winter Games Council Committee, C2018-0533

12.1.1 Silvera for Seniors Ministerial Order Review, PFC2018-0197

12.2.1 Calgary Assessment Review Board Resignations and Appointments, C2018-0488

12.2.2 2017 Calgary Awards Selection, C2018-0188

12.2.3 Calgary General Hospital Legacy Fund Review Committee - Appointment, C2018-0483

12.2.4 Calgary Transit Access Eligibility Appeal Board - Resignation and Appointment, C2018-0474

12.2.5 Labour Relations Update (Verbal), C2018-0408

12.2.6 Calgary Municipal Land Corporation (CMLC) Councillor Appointments (Verbal) - C2018-0535

12.3.1 Proposed Approval of Expropriation (Alyth-Bonnybrook) – (Ward 09) File No. 1009 26 AV SE (DG), UCS2018-0468

12.3.2 Proposed Approval of Expropriation (Alyth-Bonnybrook) – Ward 09 File No. 1027 26 AV SE (DG), UCS2018-0469

12.3.3 Omni Area Structure Plan Intermunicipal Appeal Update, IGA2018-0482

12.3.4 Proposed Lease - Downtown West End - Ward 08 (701 11 St SW), C2018-0518

12.3.5 Appointments to the Engagement Advisory Sub Committee (Verbal), VR2018-0027

12.3.6 Personnel Matter (Verbal), VR2018-0028

ROLL CALL VOTE

For: (14): Mayor Nenshi, Councillor Carra, Councillor Chahal, 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 CARRIED

Council reconvened in Public Meeting at 9:33 p.m. with Mayor Nenshi in the Chair.

Moved by Councillor Demong

Seconded by Councillor Chahal

That Council rise without reporting.

MOTION CARRIED

Moved by Councillor Woolley

Seconded by Councillor Carra

That subject to Section 6(1), Section 79 be suspended in order to allow Council to complete the remainder of the Agenda prior to the scheduled recess.

Against: Councillor Farrell

MOTION CARRIED

Moved by Councillor Demong
Seconded by Councillor Chahal

That, subject to Sections of 16, 17, 19, 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act*, Council move into Closed Meeting in the Council Boardroom at 9:34 p.m., to discuss confidential matters with respect to the following items:

9.2.3 Establishment of an Olympic and Paralympic Winter Games Council Committee, C2018-0533

12.1.1 Silvera for Seniors Ministerial Order Review, PFC2018-0197

12.2.1 Calgary Assessment Review Board Resignations and Appointments, C2018-0488

12.2.2 2017 Calgary Awards Selection, C2018-0188

12.2.3 Calgary General Hospital Legacy Fund Review Committee - Appointment, C2018-0483

12.2.4 Calgary Transit Access Eligibility Appeal Board - Resignation and Appointment, C2018-0474

12.2.5 Labour Relations Update (Verbal), C2018-0408

12.2.6 Calgary Municipal Land Corporation (CMLC) Councillor Appointments (Verbal) - C2018-0535

12.3.1 Proposed Approval of Expropriation (Alyth-Bonnybrook) – (Ward 09) File No. 1009 26 AV SE (DG), UCS2018-0468

12.3.2 Proposed Approval of Expropriation (Alyth-Bonnybrook) – Ward 09 File No. 1027 26 AV SE (DG), UCS2018-0469

12.3.3 Omni Area Structure Plan Intermunicipal Appeal Update, IGA2018-0482

12.3.4 Proposed Lease - Downtown West End - Ward 08 (701 11 St SW), C2018-0518

12.3.5 Appointments to the Engagement Advisory Sub Committee (Verbal), VR2018-0027

12.3.6 Personnel Matter (Verbal), VR2018-0028

MOTION CARRIED

Council reconvened in Public Meeting at 11:04 p.m. with Mayor Nenshi in the Chair.

Moved by Councillor Woolley
Seconded by Councillor Colley-Urquhart

That Council rise and report.

MOTION CARRIED

12.1 CONSENT AGENDA

12.1.1 Silvera for Seniors Ministerial Order Review, PFC2018-0197

Administration in attendance during in the Closed Meeting discussions with respect to Report PFC2018-0197:

Clerk: L. Kennedy, B. Hilford, M. A. Cario and T. Rowe. Advice: J. Fielding, K. Hanson, D. Morgan, B. Stevens, T. Ward. Legal: G. Cole.

Moved by Councillor Sutherland

Seconded by Councillor Chahal

With respect to Report PFC2018-0197, the following be adopted:

That Council:

1. Adopt the Priorities and Finance Committee recommendation 1 contained in Report PFC2018-0197; and
2. Keep the Closed Meeting presentation and discussion, Report and Attachment 2 confidential pursuant to Sections 24 and 27 of the *Freedom of Information and Protection of Privacy Act* until such time as a new signed Ministerial Order is publicly released but in the interim, authorize the Director, Calgary Housing, to share such information and material with the Minister and her staff and Silvera for Seniors as may be required to facilitate discussions between them.

MOTION CARRIED

12.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

12.2.1 Calgary Assessment Review Board Resignations and Appointments, C2018-0488

Administration in attendance during in the Closed Meeting discussions with respect to Report C2018-0488:

Clerk: L. Kennedy, B. Hilford, M. A. Cario and T. Rowe. Advice: J. Fielding, K. Hanson, D. Morgan, B. Stevens. Legal: G. Cole.

Moved by Councillor Farrell

Seconded by Councillor Carra

That with respect to Report C2018-0488, the following be adopted:

That Council:

1. Accept the resignations of Cara Schlenker and Linda Laratta on the ARB, and thank them for their service;
2. Appoint Ken Kelly and Lisa Evren for completion of terms set to expire on 2019 December 31;

3. Direct that Attachments 1 and 2 remain confidential pursuant to Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act*;
4. Direct that Report C2018-0488 be released as a public document.

MOTION CARRIED

12.2.2 2017 Calgary Awards Selection, C2018-0188

Administration in attendance during in the Closed Meeting discussions with respect to Report C2018-0188:

Clerk: L. Kennedy, B. Hilford, M. A. Cario and T. Rowe. Advice: J. Fielding, K. Hanson, D. Morgan, B. Stevens. Legal: G. Cole.

Moved by Councillor Chahal

Seconded by Councillor Jones

That with respect to Report C2018-0188, the following be adopted:

That Council:

1. Approve the 2017 Calgary Awards recipients as recommended by the selection juries and outlined in Attachment 1;
2. Direct that Attachments 1, 3 and 4 remain confidential under Section 17 of the *Freedom of Information and Protection of Privacy Act* until the Calgary Awards Presentation on 2018 June 13; and
3. Direct that the 2017 Calgary Awards Selection Report and Attachment 2 be released as public documents.

MOTION CARRIED

12.2.3 Calgary General Hospital Legacy Fund Review Committee - Appointment, C2018-0483

Administration in attendance during the Closed Meeting discussions with respect to Report C2018-0483:

Clerk: L. Kennedy, B. Hilford, M. A. Cario and T. Rowe. Advice: J. Fielding, K. Hanson, D. Morgan, B. Stevens. Legal: G. Cole.

Moved by Councillor Carra

Seconded by Councillor Farkas

That with respect to Report C2018-0483, the following be adopted:

That Council:

1. Thank Lawrence Scammel for his service on the Calgary General Hospital Legacy Fund Review Committee;
2. Appoint Ali McMillan as the business representative nominated by the Bridgeland-Riverside Community Association to the Calgary General Hospital Legacy Fund Review Committee for completion of a two-year term expiring at the 2019 Organizational Meeting of Council;

3. Direct that the Report and Attachment 1 be released as a public documents; and
4. Direct that Attachments 2 and 3 remain confidential pursuant to Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

12.2.4 Calgary Transit Access Eligibility Appeal Board - Resignation and Appointment, C2018-0474

Administration in attendance during the Closed Meeting discussions with respect to Report C2018-0474:

Clerk: L. Kennedy, B. Hilford, M. A. Cario and T. Rowe. Advice: J. Fielding, K. Hanson, D. Morgan, B. Stevens. Legal: G. Cole.

Moved by Councillor Farrell

Seconded by Councillor Keating

That with respect to Report C2018-0474, the following be adopted:

That Council:

1. Accept the resignation of Nina Busuego as a Public Member with a disability using specialized transportation services on the Calgary Transit Access Eligibility Appeal Board and thank her for her service;
2. Appoint Shawna Mattinson, a new Public Member with a disability using specialized transportation services to the Calgary Transit Access Eligibility Appeal Board for completion of a one-year term expiring at the 2018 Organizational Meeting of Council;
3. Direct that the Report and Attachment 1 be released as public documents; and
4. Direct that Attachments 2 and 3 remain confidential pursuant to Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

12.2.5 Labour Relations Update (Verbal), C2018-0408

Moved by Councillor Demong

Seconded by Councillor Sutherland

Administration in attendance during the Closed Meeting discussions with respect to Report C2018-0483:

Clerk: B. Hilford, M. A. Cario and T. Rowe. Advice: J. Fielding, K. Hanson, D. Morgan, B. Stevens, D. Duckworth, E. Sawyer, M. Brunsdon. Legal: G. Cole.

MOTION CARRIED

That with respect to Verbal Report C2018-0408, the following be adopted:

That Council direct that the closed meeting discussions with respect to Verbal Report C2018-0408 remain confidential pursuant to Sections 23 and 25 of the *Freedom of Information and Protection of Privacy Act*.

12.2.6 Calgary Municipal Land Corporation (CMLC) Councillor Appointments (Verbal) - C2018-0535

Administration in attendance during the Closed Meeting discussions with respect to Report C2018-0535:

Clerk: L. Kennedy, B. Hilford, M. A. Cario and T. Rowe. Advice: B. Stevens. Legal: G. Cole.

Moved by Councillor Davison

Seconded by Councillor Colley-Urquhart

That with respect to Verbal Report C2018-0535, the following be adopted:

That Council nominates:

- Councillor Chahal
- Councillor Gondek

to the Calgary Municipal Land Corporation Board with terms to expire at the 2018 Organizational Meeting of Council.

MOTION CARRIED

12.2.7 Calgary Planning Commission - Resignation and Appointment, PFC2018-0241

This report was referred during Confirmation of Agenda.

12.3 URGENT BUSINESS

12.3.1 Proposed Approval of Expropriation (Alyth-Bonnybrook) – (Ward 09) File No. 1009 26 AV SE (DG), UCS2018-0468

Administration in attendance during the Closed Meeting discussions with respect to Report UCS2018-0468:

Clerk: B. Hilford, M. A. Cario and T. Rowe. Advice: B. Stevens, S. Quayle, D. Cassidy, J. Fielding. Legal: G. Cole.

Moved by Councillor Carra

Seconded by Councillor Farkas

That Council postpone Reports UCS2018-0468 and UCS2018-0469 to the 2018 May 07 Regular Public Hearing Council meeting as the first items of business following Confirmation of Agenda.

ROLL CALL VOTE

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

Against: (7): Councillor Chu, Councillor Davison, Councillor Demong, Councillor Gondek, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

MOTION CARRIED

12.3.2 Proposed Approval of Expropriation (Alyth-Bonnybrook) – Ward 09 File No. 1027 26 AV SE (DG), UCS2018-0469

Administration in attendance during the Closed Meeting discussions with respect to Report UCS2018-0469:

Clerk: B. Hilford, M. A. Cario and T. Rowe. Advice: B. Stevens, S. Quayle, D. Cassidy, J. Fielding. Legal: G. Cole.

This Report was postponed to the 2017 May 07 Regular Public Hearing Meeting of Council.

12.3.3 Omni Area Structure Plan Intermunicipal Appeal Update, IGA2018-0482

Administration in attendance during the Closed Meeting discussions with respect to Report IGA2018-0482:

Clerk: B. Hilford, M. A. Cario and T. Rowe. Advice: B. Stevens, D. Shearer, K. Hanson, L. Kerr, D. Morgan. Legal: G. Cole.

Moved by Councillor Carra

Seconded by Councillor Colley-Urquhart

That with Respect to Report IGA2018-0482, the following be adopted:

That Council:

1. Approve Administration Recommendations 1 and 2 contained in Report IGA2018-0482; and
2. Keep Report IGA2018-0482, presentation and Closed Meeting discussions confidential subject to Sections 21, 23 and 24 of the *Freedom of Information and Protection of Privacy Act* until this matter is resolved.

ROLL CALL VOTE

For: (4): Councillor Carra, Councillor Colley-Urquhart, Councillor Keating, and Councillor Magliocca

Against: (11): Mayor Nenshi, Councillor Chahal, Councillor Chu, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Jones, Councillor Sutherland, and Councillor Woolley

MOTION DEFEATED

12.3.4 Proposed Lease - Downtown West End - Ward 08 (701 11 St SW), C2018-0518

Moved by Councillor Woolley
Seconded by Councillor Farrell

Administration in attendance during the Closed Meeting discussions with respect to Report C2018-0518:

Clerk: B. Hilford, M. A. Cario and T. Rowe. Advice: B. Stevens, K. Hanson, L. Kerr. Legal: G. Cole.

MOTION CARRIED

That with respect to Report C2018-0518, the following be adopted:

The Council:

1. Approve the Administration Recommendations contained in Report C2018-0518; and
2. Keep the Recommendations, Report and Attachments confidential under Sections 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act* until the Lease is executed.

12.3.5 Appointments to the Engagement Advisory Sub Committee (Verbal), VR2018-0027

Administration in attendance during the Closed Meeting discussions with respect to Verbal Report VR2018-0027:

Clerk: L. Kennedy, B. Hilford, M. A. Cario and T. Rowe. Advice: B. Stevens. Legal: G. Cole.

Moved by Councillor Gondek
Seconded by Councillor Chahal

That Council refer the appointment of the Engagement Advisory sub-committee to the 2026 Olympic and Paralympic Winter Games Council Committee.

Against: Councillor Farrell

MOTION CARRIED

12.3.6 Personnel Matter (Verbal), VR2018-0028

Administration in attendance during the Closed Meeting discussions with respect to Verbal Report VR2018-0028:

Clerk: B. Hilford. Advice: B. Day. Legal: G. Cole.

Moved by Councillor Woolley
Seconded by Councillor Farkas

That with respect to Verbal Report VR2018-0028, the following be adopted:

That Council:

1. Adopt the recommendations discussed during the closed session;
and
2. Keep the in camera discussion confidential pursuant to Sections 16, 17, 19, 24, and 27 of the *Freedom of Information and Protection of Privacy Act* indefinitely and keep the recommendations confidential pursuant to those Sections until such time as all required agreements are signed and a public announcement in regard to this matter can be made.

MOTION CARRIED

13. ADMINISTRATIVE INQUIRIES

Submitted by Councillor Farkas:

What is The City doing to prepare for the coming flood season?

14. ADJOURNMENT

Moved by Councillor Jones

Seconded by Councillor Colley-Urquhart

That Council adjourn at 11:20 p.m.

ROLL CALL VOTE

For: (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 CARRIED

MAYOR

CITY CLERK

One Calgary: Further Program Components

EXECUTIVE SUMMARY

Making life better every day for Calgarians is our common purpose. The City of Calgary delivers on this purpose by being a service and results-driven, accountable and resilient municipal government, placing citizens, customers and communities at the forefront of our plans, decisions and actions. Three Conversations, One Calgary: The City's Strategic Plan for 2019-2022 will deliver on Council's direction through service plans and budgets (presented to Council in November 2018), and forms the foundation of any information, discussion or decisions brought forward to Council in the context of One Calgary.

The work ahead is about better service delivery, demonstrating value for tax dollars, and contributing to quality of life today and for generations to come. This report continues the important discussion that started with the approval of Council Priorities and Directives on 2018 January 31, approval of the Capital Infrastructure Investment Principles, and the approval of indicative rates on 2018 April 25, as it outlines additional components for the development of the next four-year budget.

On 2018 May 16, Council will receive a presentation on the results of the recent public engagement and research that asked citizens what they value most about The City's 43 external-facing services (Attachment 1). This will support Administration to determine where we can provide the greatest service value to citizens in 2019-2022.

Further, Council will be asked to approve long-term tax support rates for services that have mixed funding, meaning a combination of user fees and tax support (Attachment 2). This information will provide guidance to Administration to develop detailed user fee schedules that will be included with the plans and budgets in November.

Finally, Council will receive a presentation on the overall Capital Investment Process, in response to their direction for a Strategic Session of Council to be held in May or June to discuss Capital Infrastructure Management, including addressing City-owned assets, short and long-term infrastructure risks and addressing the infrastructure gap. This comprehensive look at the entire Capital Investment Process will highlight business unit, department and portfolio alignment to the service plans and budgets process and the role Council plays in capital investment.

ADMINISTRATION RECOMMENDATION:

That Council:

1. Receives this report and the presentation from Infrastructure Calgary on 2018 May 16 entitled 'Capital Investment Process Overview' for information;
2. Approve long-term tax support rates as outlined in blue on Table 2 on page 7 of Attachment 2; and
3. Approve the deferral of long-term tax support rates for Appeals and Tribunals to the 2019 service plans and budgets adjustments process.

PREVIOUS COUNCIL DIRECTION / POLICY

Council has made many decisions that inform the development of the 2019-2022 service plans and budgets. Previous Council Direction leading up to One Calgary prior to 2018 is provided in Attachment 4 of this report, with the most recent direction provided below.

One Calgary: Further Program Components

On 2018 January 31 (C2018-0115), Council adopted the “Council Directives to Administration for 2019-2022 One Calgary Service Plans and Budgets”. Further, Council adopted a motion arising to direct Administration to bring forward amendments to the Council Priorities.

On 2018 February 28, Council adopted amendments to the 2019-2022 Council Directives (C2018-0201) and approved “Three Conversations, One Calgary” as the framework that will guide the development of The City’s Strategic Plan for 2019-2022 (C2018-0224).

On 2018 March 19 (PFC2018-0200), Council directed Administration to report back to Council, through the Priorities and Finance Committee in Q2 2018, with strategic growth recommendations that increase the level of City commitment and investment in new communities. Beginning with the 2019-2022 budget cycle, Administration was further directed to prioritize future growth areas, including financial implications for 2019-2022, future budget cycles, and how any funding gaps for operating and capital would be funded using property tax.

On 2018 March 21 (C2018-0304), Council approved the updated principles for setting indicative tax rates and the updated Capital Infrastructure Investment Strategy. Council renamed this document the Capital Infrastructure Investment *Principles*. With respect to report C2018-0304, Council adopted the Motion Arising to direct Administration to return to the April 10 Priorities and Finance Committee with updated principles reflecting the incorporation of elements of value to citizens.

On 2018 April 18 (UCS2018-0116), the Utilities and Corporate Service committee received The City of Calgary 2017 Infrastructure Status Report. The committee requested that a Strategic Session of Council be held in May or June 2018 on Capital Infrastructure Management, including addressing City-owned assets, short and long-term infrastructure risks and addressing the infrastructure gap. Council approved this recommendation at their 2018 April 23 meeting.

On 2018 April 23 (PFC2018-0445), Council approved The City’s Strategic Plan Principles, which introduce a set of five overarching principles and associated value dimensions for One Calgary which will guide the development of the 2019-2022 service plans and budgets.

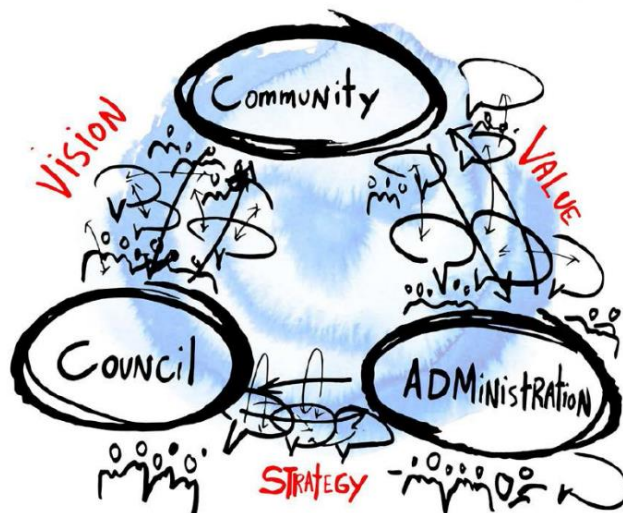
On 2018 April 25 (C2018-0489) Council approved the indicative property tax rate and the indicative rates for the Waste & Recycling service. At the same meeting, Council deferred the decision on indicative rates for Water Utilities (Water, Wastewater and Stormwater) to the 2018 June 18 Strategic Council Meeting.

BACKGROUND

Three Conversations, One Calgary: The City’s Strategic Plan for 2019-2022 is the foundation for the development of the service plans and budgets. The three conversations, as illustrated below, outline the relationship and related expectations between Community and Council (vision), Community and Administration (value), and Council and Administration (strategy).

Looking back to previous decisions on One Calgary, City Council has already touched upon every dimension of these relationships and conversation. From November 2017 to January 2018, Administration supported Council in defining the vision for the 2019-2022 service plans and budgets, and developing Council’s Priorities and Directives, which were approved at the Strategic Meeting on 2018 January 31.

One Calgary: Further Program Components



Council then approved Three Conversations, One Calgary: The City's Strategic Plan for 2019-2022 in February 2018, which is a key component to define the strategy between Council and Administration. Approving indicative tax rates and indicative rates for Waste & Recycling in April was an important milestone to provide the financial framework for creating service value between Administration and the Calgary community.

The information presented to, and the decisions asked of Council on 2018 May 16 build upon this foundation, and continues to address the different conversations:

- Public engagement and research results;
- Long-term tax support rates for user fee supported services; and
- Capital investment process overview

The figure below illustrates how these items relate to different aspects of the three conversations.



One Calgary: Further Program Components

The report on public engagement and research results relates to the conversation between Administration and the Community, which is focused on value. The 2019-2022 service plans and budgets aim to provide a more transparent delivery of City service, which will make it easier for citizens to understand how their tax dollars are invested and the consequent service value that is created by this investment. This is a cyclical process, where our service delivery then contributes to the long-term quality of life results and ultimately helps achieve our vision.

The other two agenda items of 2018 May 16 Strategic Meeting relate to the conversation between Council and Administration, that is the strategy for Administration's response to Council's direction.

Approval of long-term tax support rates for services that have mixed funding (combination of user fees and tax support) will inform Administration's strategy for these rates over the next 10 years. This will provide the organization with guidance to develop detailed user fee schedules, which in turn address the service value created for citizens. The specific fee schedules will be included with the delivery of 2019-2022 service plans and budgets in November.

The presentation on the Capital Investment Process, in response to Council direction for a Strategic Session of Council to be held to discuss Capital Infrastructure Management, including addressing City-owned assets, short and long term infrastructure risks and addressing the infrastructure gap, is a comprehensive look at the entire Capital Investment Process, from asset management planning through to investment results, and highlights alignment to the service plans and budgets process, including the role Council plays in the process. This will inform the conversation around strategy

Also linked to Three Conversations, One Calgary: The City's Strategic Plan for 2019-2022 is the set of five strategic plan principles that were approved by Council on 2018 April 23.

The previous Strategic Council Meeting on 2018 April 25 achieved a milestone in the delivery of the One Calgary program by approving indicative rates for property tax and Waste & Recycling. By addressing the outlined items on 2018 May 16, Council will provide Administration with the direction needed to take the next steps in the One Calgary process.

During past Strategic Meetings, Council was reminded of the iterative nature of the One Calgary process and that Council will be provided with many opportunities for input, both up until November 2018 and beyond. The Strategic Council Meetings in June and July will provide opportunity for such input, including:

- Explicitly linking Council's decisions around growth with the impact on costs in 2019-2022 and beyond to ensure the costs of growth are well understood and funded. The decisions on indicative rates for Water Utilities will be coming back to Council on 2018 June 18.
- Grouping of The City's 62 services by Council Priority.
- A One Calgary approach to prioritizing service investments and divestments (for both operating and capital).
- Supporting the organization and service owners (one for each of The City's 62 services) to work across service lines and prioritize strategies for responding to Council Priorities that maximize limited resources.

One Calgary: Further Program Components

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The 2018 May 16 Strategic Meeting of Council marks the halfway point of the One Calgary process. As mentioned during the April Strategic Council Meeting, the decision on indicative rates informs the depth and extent of other strategies Administration is developing to guide the delivery on 2019-2022 service plans and budgets. Becoming an organization that continually identifies and delivers substantial service improvements requires the coordination of multiple levers for change, which together create an integrated system for managing the performance of the corporation. Administration will continue its ongoing efforts throughout the 2019-2022 budget cycle, and will pursue to identify efficiencies and effectiveness to cover service growth up to \$15 million each year for the next four years.

Public Engagement and Research

Understanding what citizens perceive as providing value from City services better enables the organization to focus efforts and resources to the things that are most important to Calgarians.

Administration conducted public engagement and research in April 2018 to better understand citizen expectations and priorities for service value dimensions to help inform decisions on the 2019-2022 service plans and budgets. Using both research and engagement approaches for this project is critical for inclusiveness and maintaining a balanced and complete picture of Calgarians' perceptions.

During the April public engagement, Calgarians were asked to rank, in their opinion, the value dimensions associated with each public-facing service. This ranking, along with other research and Council Directives, will help services develop performance measures that are tied to key value dimensions and inform further service refinements to be presented in the fall.

For the Citizens' View Panel, Calgarians were also asked to rank value dimensions associated with each service as well as evaluate the importance of each service value dimension on a scale from *very important* to *not important at all*. Both ranking and perceptions of importance gives us depth of insight into each service value dimension, and allows us to better understand how these service value dimensions are seen by Calgarians.

Attachment 1 provides a summary report of the research and engagement results, and the full detailed reports are available online at engage.calgary.ca/yourservices.

Consistent with the Council-approved Strategic Plan Principles (PFC2018-0445), service plans and budgets will incorporate feedback received from citizens to help in strategy development and delivery of services over the next four years. These will be monitored and adjusted throughout the cycle.

Long-Term Tax Support Rates for User Fee Related Services

User fees are payments made by the user of a good or service that recover, in whole or in part, the cost of providing that specific good or service. The Council-approved User Fees & Subsidies Policy (CFO010) guides decisions related to the pricing of user fees. While user fees form part of the overall revenue picture, they are primarily influenced by considerations of equity and market. User fees are a tool to help achieve broader public policy decisions that reflect a balance between individual and societal benefits that arise from the consumption of a service. Once the mix of individual and societal benefits has been determined, The City can then proceed to employ user fees and tax support to:

One Calgary: Further Program Components

- encourage or discourage use of certain City services, and
- ensure that the costs of a service are distributed fairly, based on who benefits from consumption of the service.

One example of a user fee is transit fares. To encourage transit ridership (which has many societal benefits such as reduced greenhouse gas emissions, reduced traffic, etc.), the cost of the trip is partially funded by general tax support.

Like past business planning and budgeting cycles, a two-step approach will be used. On 2018 May 16, Council will be asked to approve long-term tax support rates as outlined in Attachment 2. A “long-term tax support rate” is the proportion of the full costs of a service (or service output) that is funded from municipal tax revenues. Given that the long-term tax support rate is a target, it means that services may not achieve the proposed targets within this four-year cycle. This initial approval will be followed by detailed user fee schedules (step 2) being provided in November as part of the deliberations on the 2019-2022 service plans and budgets.

In most cases, Administration is recommending that fees cover a higher proportion of the cost of service over the long-term (i.e. higher long-term tax support rate). The effect, however will be small as those services that require the most tax support in absolute terms (Recreation Opportunities and Public Transit), are keeping relatively close to their current tax support rates. The greatest change is in the streets service where the recommendation is to substantially reduce the amount of tax support over the long-term. Environmental Management has not had previous approval to have user fees cover the full cost of the Environmental Agreement Application Service, and there is included (and is calling for a zero-tax support rate). In addition, Appeals and Tribunals service is requesting a deferral to the 2019 Adjustments to allow time to complete a strategic review.

The approval table (on Page 7 of 29 in Attachment 2) includes a column that identifies the approximate percentage increase that the long-term tax support rate, once approved, will have on fees. The range of fee increases generally ranges from 0-3% except for Street Use permits which sits at 9%.

Capital Investment Process

Capital investments play a pivotal role in supporting The City of Calgary’s services and building a great city. Through Council Priorities, Council Directives and the Capital Infrastructure Investment Principles, Infrastructure Calgary is positioned to provide greater alignment and coordination to support service delivery.

The Capital investment process for 2019-2022 has evolved from previous cycles. While much of the asset planning and investment planning still happens at the business unit and departmental levels, Infrastructure Calgary now plays a key role in overall enterprise management, and has introduced some key changes in how Administration prioritizes, coordinates and allocates funding to projects.

An integrated and coordinated approach to capital planning, prioritization and funding – administered at the corporate level by Infrastructure Calgary – helps coordinate and align investments by service, identify efficiencies and achieve economies of scale, optimizing funding

One Calgary: Further Program Components

and value to citizens. This approach is aligned with the organization's service approach to better respond to citizen needs and expectations and help achieve value for tax dollars.

These functions, along with those listed below, will be presented and discussed in detail at the May 16 Strategic Meeting of Council.

Function	Key Activities
<u>Investment Need</u>	<u>Identify and mitigate risk</u> <u>Evaluate service needs and costs</u>
<u>Investment Planning</u>	<u>Create business cases within common repository</u> <u>Build infrastructure investment plans</u>
<u>Investment Optimization</u>	<u>Prioritize and coordinate investments</u> <u>Allocate funding according to capacity</u> <u>Recommend capital investments by service</u>
<u>Investment Delivery</u>	<u>Execute capital investment to support service delivery</u> <u>Continuous improvement through best practices</u>
<u>Investment Results</u>	<u>Monitor and report on investments</u> <u>Evaluate and adjust to maximize value</u>

Stakeholder Engagement, Research and Communication

Attachment 1 provides Council with the results of the One Calgary public engagement and research conducted in April 2018. Administration is currently developing a strategy for further, targeted engagement prior to September 2018 to validate service value dimensions and what matters most to Calgarians. This additional engagement will not only enhance the opportunities for citizens to get involved with the development of 2019-2022 service plans and budgets, it will also help to ensure that seasonal influencing factors regarding what citizens value about City services are minimized.

Strategic Alignment

The development of Three Conversations, One Calgary: The City's Strategic Plan for 2019-2022, including service plans and budgets, is one of the most significant pieces of work that The City undertakes as it advances our common purpose and helps to deliver on Calgary's vision for the future. The work aligns with Council policies for User Fees and Multi-Year Business Plans and Budgets, as well as the Strategic Plan Principles.

Social, Environmental, Economic (External)

Service plans and budgets are a tool that allows consideration of the social, environmental and economic environment during the business planning and budgeting process. The plans and budgets will be developed using a results-based performance framework. This includes

One Calgary: Further Program Components

information on how each City service contributes to quality of life for Calgarians and their aspirations for the community. In addition, the user fee long-term tax support rate process includes a societal benefit assessment that is based on triple bottom line and smart growth.

Financial Capacity

Current and Future Operating Budget:

As mentioned above, setting indicative tax rates and indicative rates for Waste & Recycling was an important milestone in the journey to develop 2019-2022 service plans and budgets. The decisions on indicative rates for Water Utilities will be coming back to Council on 2018 June 18. Approval of these rates determines a key component of the financial envelope within which The City will develop its service plans and budgets. The setting of long-term tax support rates for user fees will guide the development of user fee schedules that will be brought forward in November. User fees are an important revenue source for some services.

Current and Future Capital Budget:

As noted earlier in this report, Council will be presented with an overview of Administration's capital investment process. Capital investments play a pivotal role in supporting The City of Calgary's services and building a great city. The Capital investment process for 2019-2022 has evolved from previous cycles. An integrated and coordinated approach to capital planning, prioritization and funding helps coordinate and align investments by service, identify efficiencies and achieve economies of scale, optimizing funding and value to citizens.

Risk Assessment

As with previous business planning and budgeting cycles, consideration of risks is a key factor informing the plans and budgets. Given the city's current economic context, risk will need to be considered in a different way, including re-thinking assumptions, and placing considerably more emphasis on weighing the costs as well as the benefits of risk mitigation strategies, to ensure that they provide good value. In other words, the organization may want to consider higher levels of tolerance for some types of risks, where the trade-offs between risk reduction and cost indicate that this is warranted. This resilience mindset builds on recent developments where decisions have been made to embrace or accept some risk to improve service value.

The user fee policy provides a standard means for assessing the balance between how much of a service should be tax supported versus user fee supported. This increases transparency, equity and fairness in how user fees are set which will help develop trust and confidence with citizens and reduce reputational risk.

REASON(S) FOR RECOMMENDATION(S):

The decision on indicative rates made on 2018 April 25 informs the depth and extent of other strategies Administration is currently developing to guide the delivery of 2019-2022 service plans and budgets. The decisions asked of Council during the 2018 May 16 Strategic Meeting build upon previous decisions and provide Administration with key strategies and components to build the service plans and budgets in a cohesive and integrated way such that they collectively will propose an affordable way to respond to and deliver on Council's Priorities and Directives for 2019-2022.

**One Calgary Report to
Strategic Meeting of Council
2018 May 16**

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C2018-0586
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One Calgary: Further Program Components

ATTACHMENT(S)

1. Attachment 1 – Service Value Dimensions: Public Engagement and Research Results
2. Attachment 2 – Long-Term Tax Support Rates for User Fee Related Services
3. Attachment 3 – Presentation to Council on 2018 May 16
4. Attachment 4 – Previous Council Direction

A wide-angle photograph of the Calgary skyline at dusk. Numerous skyscrapers are illuminated with warm yellow and orange lights, contrasting with the deep blue twilight sky. The buildings vary in height and architectural style, with some featuring glass facades that reflect the sky.

One Calgary: 2019-2022 Service Plans & Budgets

Service Value Dimensions:
Public Engagement and Research Results

May 16, 2018

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Background & Objectives

In supporting the shift to a service-based view of our multi-year plans and budgets for 2019-2022, the One Calgary program will leverage citizen insights to gain a better understanding of Calgarians' perspectives around service levels and the perception of value from what they are getting for their tax dollars from The City.

Towards this end, both Engage and the Corporate Research Team conducted public engagement and research to better understand citizen expectations and priorities around service value dimensions to help inform decisions on the service plans and budgets. Using both research and engagement approaches is critical in being as inclusive as possible, while also maintaining a balanced and complete picture of citizen perceptions. Respondents were asked about their perception around service value dimensions, that is, what citizens perceive as having value or benefit (e.g. reliability, sustainability, quality) in the services that The City provides.

This report details both the research results of a survey conducted with Calgarians via the Citizens' View Panel and the results of the Engage online feedback form.

Engage and Research Timeline

ENGAGE

				Engage Phase 1	What we Heard Report Available	Engage Phase 2 (targeted stakeholders)	Engage Phase 2 con't	Engage Phase 2 con't	Public Submissions and Engage Phase 2 report back		
December 2017	January 2018	February	March	April	May	June	July	August	September	October	November
Council Priorities Research Rollup	2017 Citizen Satisfaction Survey		One Calgary Service Line Research Rollup (existing research)		One Calgary Citizens' View Online Panel Survey	One Calgary Business Panel Survey					2018 Citizen Satisfaction Survey
Results Submitted to Council	Results Presented to Council		Results Submitted to Council		Results Presented to Council	Results Presented to Council					Results Presented to Council

CORPORATE RESEARCH TEAM

Other relevant research:

Citizen & Customer Insight Research
(Segmentation & CXI – customer experience index)
Report due: May 21

Spring Pulse Survey
Report due: June 4

Business Perspectives Focus Groups
Report due: late June

One Calgary public input points

November 2017 to November 2018

Nov. 2017
Understand
Community
Aspirations
and Citizen
Expectations

Dec. 2017
Set Council
Directives



March – May 2018
Receive results of
citizen engagement
and research



June – August 2018
Research & Phase 2
Public Engagement

Sept. 2018
Preview
Service
Plans



Nov. 2018
Deliberate on
Service Plans
and Budgets



Quality of Life Results and Indicators
representing long-term citizen aspirations

Citizen Perspectives survey results

What was heard on the campaign trail
collected from Councilors

Existing research and data
in a report to Council March
2018

Phase 1 Public engagement
conducted in April 2018 to inform
prioritization of service
investments. Findings presented
to Council in May 2018.

Phase 2
Report back on Public
Engagement
Business Panel results

**Opportunity to provide input
(written submissions or in-person)**
as part of the Standing Policy
Committee and Council meetings



Service Plans and Budgets based in ongoing, targeted and in-depth research and engagement



April 2 to 22 Public Engagement Marketing Approach

Audience approach – We targeted *all Calgarians*. Based on learnings from past campaigns, we focused on under-represented segments.

Who	How
Youth/future taxpayers	Social media (Instagram)
Adults	Report to Calgarians, social media (Facebook, Twitter, Instagram), online advertisements, digital outdoor advertisements, bold signs, Metro News print advertisements
Seniors	Report to Calgarians, 311 phone engagement, Calgary Herald print advertisements
Ethnic markets	Ethnic print, social media, online, language line
Media partners	Press release, opportunity for interviews
Civic partners	Information packages
Business community	Business panel (1,000 members)
City Employees	Internal channels (intranet, internal newsletters)

April 2 to 22 Public Engagement Marketing Results

Web

9,231 of total 14,904 page views were a result of the marketing campaign.

Print

7 languages (Advertisements in English, Cantonese, Mandarin, Punjabi, French, Urdu)

Social media marketing referrals

50% from Facebook (32% ages 25-54, 18% ages 55 to 64)

30% from Instagram story ad

Transit platform digital displays

100 boards scheduled for a total of 120,960 plays.

Bold signs

22 locations ran the advertisement for two weeks with at least one sign in each ward.



Methodology: Engage and Corporate Research

Engage: Methodology

Engage Portal

During the April public engagement, Calgarians were asked to rank, in their opinion, the value dimensions associated with each service.

This ranking, along with other research and Council Directives, will help services develop performance measures that are tied to key value dimensions and inform further service refinements to be presented in the Fall.

The Calgary.ca/yourservices webpage was divided into 5 sections each with a Council Priority. Within each section was a series of services that belong in that Council priority.

For each service a list of value dimensions were presented, and Calgarians were asked to rank those values in order of importance.

There was also an option to provide open-ended comments related to service plans and budgets.

The *What We Heard* report provides a full summary of everything we heard. For easy navigation we have broken down each section and verbatim comments by Council Priority.

Total number of responses received were 11,346. The number of responses received for each of the Council priorities and the general question included:

- A Prosperous City – 3,295 survey responses were received
- A City of Safe and Inspiring Neighbourhoods – 2,677 survey responses were received
- A Well-Run City – 1,222 survey responses were received
- A Healthy and Green City – 1,961 survey responses were received
- A City that Moves – 1,779 survey responses were received
- General Question - 412 survey responses were received

Citizens' View: Methodology

Corporate Research: Citizens' View

The research component of this project was conducted via the Citizens' View Panel. For this research, panelists were asked to rank value dimensions associated with each service as well as evaluate the importance of each service value dimension.

Both ranking and perceptions of importance gives us greater depth of insight into each service value dimension, and allows us to better understand how these service value dimensions are seen by Calgarians.

The survey was launched on April 12 to 20 to 3,346 panelists. A total of n=865 panelists completed the survey.

Please note: for the Citizens' View research component of the study, respondents were asked to both:

- **evaluate** the importance of each service value dimension on a scale from very important to not important at all; and,
- **rank** each service value dimension in order of importance.

About Citizens' View

Citizens' View is an online panel that encourages citizens to participate in shaping City of Calgary programs and services through surveys, discussions and engagement activities. Each survey is directed only to the Panel, and is not an "open" invitation.

In order to join the panel, Calgarians complete the Membership Survey, which is used to collect demographic data about each panelist. Once participants are registered, they will receive a link to complete one or two surveys every month.

Currently, there are 3,346 Panelists on the Citizens' View Panel.

- Panelists must be aged 18 years or older, and have agreed to be contacted via email to participate in City research activities.
- Any citizen of Calgary may join the panel, including City employees (identified as such via a question in the Membership Survey).
- Being a Calgary resident is the only criterion that needs to be met to be a panelist.
- Participation is voluntary, and can be withdrawn at any time.

Recruiting

- The City uses a variety of channels to recruit panel members. Channels include, but are not limited to: social media (e.g., Facebook), print (e.g., Metro News), community newsletters, radio, LRT posters and Ctrain TV advertising
- Recruiting participants is also done through other research and engagement activities, as well as collaborating with universities and not-for-profit agencies.
- Some recruitment activities are run throughout the year; whereas, others are performed on an annual basis.

Snapshot of Panel Demographics

Age	Proportion
18-24	3%
25-34	16%
35-44	22%
45-54	24%
55-64	21%
65-74	11%
75+	2%

City Quadrant	Proportion
SE	23%
NW	30%
NE	14%
SW	31%

Gender	Proportion
Female	56%
Male	42%
Prefer not to answer	2%

How to read this report

This report details both the research results of a survey conducted with Calgarians via the Citizens' View Panel and the results of the Engage online feedback form. As such, results from both initiatives are presented together for comparison purposes only. Given the different methodologies and target audiences of both approaches, it is strongly recommended that results be seen as complementary to each other.

Please note: each service selects and defines their own service value dimensions, and service value dimension definitions are not consistent from service to service. A full glossary of dimensions can be found at the end of the full combined report.

This report is divided by Council Priority.

Both the engagement and Citizens' View research asked participants to rank service value dimensions in order of importance. Rankings are presented as 1, 2, or 3. This report only shows the top 3 ranked; other rankings can be seen in the full reports.



A Healthy & Green City

Environmental, Quality, Affordability, Availability, Reduces Risk and Reliability most frequently rank within the top three as the most important value characteristics for A Healthy & Green City.

- Accessibility and Wellness are also ranked as important, followed by Attractiveness, Resilient, Safety, and Responsiveness.

Engage Portal		Citizens' View Panel (Research)		
Service	Rank	Rank	Importance	
Environmental Management	1	1	Environmental	92%
	2	2	Reduces Risk	92%
	3	3	Quality	90%
Parks & Open Spaces	1	4	Safety	98%
	2	2	Availability	93%
	3	3	Sustainability	92%
Recreation Opportunities	1	1	Affordability	90%
	2	2	Wellness	84%
	3	3	Accessibility	90%
Stormwater Management	1	1	Reduces Risk	96%
	2	2	Environmental	93%
	3	3	Resilient	95%

Each priority has a summary of the most frequently occurring value dimensions for that particular Council Priority.

The Citizens' View research also asked participants to evaluate the importance of each service value dimension on a scale, from very important to not important at all

The full reports of both Engage and Research results can be found here:

Engage portal results: <https://engage.calgary.ca/yourservices>

Citizens' View Panel research results: <https://engage.calgary.ca/yourservices>



Citizens' View Panel & Engage Portal Results



A Healthy and Green City

A Healthy & Green City

- **Environmental, Quality, Affordability, Availability, Reduces Risk and Reliability** most frequently rank **within the top three** as the most important value dimensions for A Healthy & Green City.
- Accessibility and Wellness are also ranked as important, followed by Attractiveness, Resilient, Safety, and Responsiveness.

	Engage Portal	
Service	Rank	
Environmental Management	1	Environmental
	2	Reduces Risk
	3	Quality
Parks & Open Spaces	1	Well-being
	2	Availability
	3	Sustainability
Recreation Opportunities	1	Affordability
	2	Wellness
	3	Accessibility
Stormwater Management	1	Environmental
	2	Reduces Risk
	3	Resilient

Citizens' View Panel (Research)		
	Rank	Importance
1	Environmental	<i>Environmental 92%</i>
2	Reduces Risk	<i>Reduces Risk 92%</i>
3	Quality	<i>Quality 90%</i>
1	Safety	<i>Safety 98%</i>
2	Availability	<i>Availability 93%</i>
3	Sustainability	<i>Sustainability 92%</i>
1	Affordability	<i>Affordability 90%</i>
2	Accessibility	<i>Accessibility 84%</i>
3	Quality	<i>Quality 90%</i>
1	Reduces Risk	<i>Reduces Risk 96%</i>
2	Environmental	<i>Environmental 93%</i>
3	Resilient	<i>Resilient 95%</i>

A Healthy & Green City, *continued*

Service	Engage Portal	
	Rank	
Urban Forestry	1	Environmental
	2	Wellness
	3	Attractiveness
Waste & Recycling	1	Environmental
	2	Affordability
	3	Accessibility
Wastewater Collection & Treatment	1	Environmental
	2	Reliability
	3	Responsiveness
Water Treatment & Supply	1	Quality
	2	Availability
	3	Reliability

Citizens' View Panel (Research)		
Rank		Importance
1	Environmental	<i>Environmental 91%</i>
2	Wellness	<i>Wellness 87%</i>
3	Attractiveness	<i>Attractiveness 88%</i>
1	Safety	<i>Sustainability 91%</i>
2	Environmental	<i>Quality 85%</i>
3	Affordability	<i>Attractiveness 94%</i>
1	Reliability	<i>Reliability 97%</i>
2	Environmental	<i>Environmental 96%</i>
3	Responsiveness	<i>Responsiveness 98%</i>
1	Quality	<i>Quality 100%</i>
2	Availability	<i>Availability 100%</i>
3	Reliability	<i>Reliability 100%</i>

This word cloud visualizes frequently identified themes based on verbatim comments in the Engage Portal that relate to this Council Priority. Word size is weighted to represent the frequency of an identified theme in service areas.



A Prosperous City

A Prosperous City

- **Legislative Compliance, Quality of service, Availability, Fairness, and Responsiveness** most frequently rank within the top three as the most important value dimensions for A Prosperous City.
- Accessibility and Affordability are also ranked as important, followed by Attractiveness, Informs, and Prevention.

Service	Engage Portal	
	Rank	
Affordable Housing	1	Affordability
	2	Safety
	3	Availability
Arts & Culture	1	Affordability
	2	Accessibility
	3	Fun / Entertainment
Building Approvals	1	Legislative Compliance
	2	Availability
	3	Fairness
Building Licensing	1	Quality ¹
	2	Legislative Compliance
	3	Fairness

Citizens' View Panel (Research)		
	Rank	Importance
1	Affordability	<i>Affordability 84%</i>
2	Safety	<i>Safety 94%</i>
3	Availability	<i>Availability 82%</i>
1	Affordability	<i>Affordability 78%</i>
2	Accessibility	<i>Accessibility 69%</i>
3	Quality	<i>Quality 71%</i>
1	Legislative Compliance	<i>Legislative Compliance 95%</i>
2	Availability	<i>Availability 96%</i>
3	Informs	<i>Informs 93%</i>
1	Quality ¹	<i>Quality¹ 93%</i>
2	Quality ²	<i>Quality² 93%</i>
3	Responsiveness	<i>Responsiveness 91%</i>

Quality¹: Business license information is easy to find and the decisions made on applications are consistent.

Quality²: Inspectors are knowledgeable and professional.

A Prosperous City, continued

Service	Engage Portal	
	Rank	
Community Strategies	1	Responsiveness
	2	Prevention
	3	Wellbeing
Economic Development & Tourism	1	Fairness
	2	Informs
	3	Legislative Compliance
Land Development & Sales	1	Resilient
	2	Attractiveness
	3	Availability
Property Assessment	1	Fairness
	2	Quality
	3	Legislative Compliance
Social Programs	1	Informs
	2	Legislative Compliance
	3	Reduces Risk

Citizens' View Panel (Research)		
	Rank	Importance
1	Responsiveness	<i>Responsiveness 95%</i>
2	Prevention	<i>Prevention 87%</i>
3	Accessibility	<i>Accessibility 84%</i>
1	Sustainability	<i>Sustainability 91%</i>
2	Quality	<i>Quality 85%</i>
3	Attractiveness	<i>Attractiveness 94%</i>
1	Attractiveness	<i>Attractiveness 86%</i>
2	Availability	<i>Availability 62%</i>
3	Responsiveness	<i>Responsiveness 76%</i>
1	Quality	<i>Quality 99%</i>
2	Fairness	<i>Fairness 99%</i>
3	Legislative Compliance	<i>Legislative Compliance 97%</i>
1	Accessibility	<i>Accessibility 89%</i>
2	Prevention	<i>Prevention 87%</i>
3	Responsiveness	<i>Responsiveness 87%</i>

Engage Themes: **A Prosperous City**

Open ended questions from the Engage Portal were distilled into themes for the **Prosperous City** priority.



This word cloud visualizes frequently identified themes based on verbatim comments in the Engage Portal that relate to this Council Priority. Word size is weighted to represent the frequency of an identified theme in service areas.



A Well-Run City

A Well-Run City

- **Responsiveness, Informs, and Legislative Compliance** most frequently rank within the **top three as the most important value dimensions** for A Well-Run City.
- Quality, Reliability, and Accessibility are also frequently ranked as important, followed by Accuracy, Availability, .Convenience, Fairness, Impartiality, Sustainability, and Transparency.

	Engage Portal	
Service	Rank	
Appeals & Tribunals	1	Legislative Compliance
	2	Convenience
	3	Informs
Corporate Citizen Engagement	1	Accessibility
	2	Fairness
	3	Quality
Corporate Citizen Relationship Management	1	Informs
	2	Convenience
	3	Responsiveness
Data Analytics & Information Access	1	Quality
	2	Accessibility
	3	Availability

Citizens' View Panel (Research)		
	Rank	Importance
1	Legislative Compliance	<i>Legislative Compliance 95%</i>
2	Responsiveness	<i>Responsiveness 88%</i>
3	Informs	<i>Informs 95%</i>
1	Fairness	<i>Fairness 97%</i>
2	Accessibility	<i>Accessibility 95%</i>
3	Quality	<i>Quality 93%</i>
1	Informs	<i>Informs 97%</i>
2	Responsiveness	<i>Responsiveness 94%</i>
3	Equity	<i>Equity 88%</i>
1	Quality	<i>Quality 98%</i>
2	Accessibility	<i>Accessibility 94%</i>
3	Responsiveness	<i>Responsiveness 97%</i>

A Well-Run City, *continued*

Service	Engage Portal	
	Rank	
Municipal Elections	1	Impartiality
	2	Accuracy
	3	Transparency
Records Management, Access & Privacy	1	Informs
	2	Availability
	3	Legislative Compliance
Taxation	1	Reliability
	2	Responsiveness
	3	Sustainability

Citizens' View Panel (Research)		
	Rank	Importance
1	Accuracy	<i>Accuracy 100%</i>
2	Impartiality	<i>Impartiality 100%</i>
3	Transparency	<i>Transparency 98%</i>
1	Legislative Compliance	<i>Legislative Compliance 97%</i>
2	Reliability	<i>Reliability 98%</i>
3	Availability	<i>Availability 95%</i>
1	Reliability	<i>Reliability 100%</i>
2	Responsiveness	<i>Responsiveness 95%</i>
3	Sustainability	<i>Sustainability 92%</i>

Engage Themes: **A Well-Run City**

Open ended questions from the Engage Portal were distilled into themes for the **Well-Run City** priority.



This word cloud visualizes frequently identified themes based on verbatim comments in the Engage Portal that relate to this Council Priority. Word size is weighted to represent the frequency of an identified theme in service areas.



A City of Safe & Inspiring Neighbourhoods

A City of Safe & Inspiring Neighbourhoods

- **Prevention, Reliability, Responsiveness, Safety, and Reduces Risk** most frequently rank within the **top three** as the **most important value dimensions** for A City of Safe & Inspiring Neighbourhoods.
- Quality, Fairness, and Availability are also frequently ranked as important, followed by Legislative Compliance, Accessibility, Connectivity, Convenience, Equity, Wellbeing, Sustainability, and Informs.

	Engage Portal	
Service	Rank	
City Planning & Policy	1	Reliability
	2	Fairness
	3	Reduces Risk
Development Approvals	1	Quality
	2	Fairness
	3	Legislative Compliance
Calgary 9-1-1	1	Responsiveness
	2	Reliability
	3	Quality ¹
Police Services	1	Prevention
	2	Safety
	3	Reliability

Citizens' View Panel (Research)		
	Rank	Importance
1	Reliability	<i>Reliability 94%</i>
2	Reduces Risk	<i>Reduces Risk 95%</i>
3	Fairness	<i>Fairness 94%</i>
1	Legislative Compliance	<i>Legislative Compliance 98%</i>
2	Quality	<i>Quality 98%</i>
3	Fairness	<i>Fairness 97%</i>
1	Reliability	<i>Reliability 99%</i>
2	Responsiveness	<i>Responsiveness 100%</i>
3	Quality ¹	<i>Quality¹ 99%</i>
1	Safety	<i>Safety 95%</i>
2	Prevention	<i>Prevention 99%</i>
3	Reliability	<i>Reliability 97%</i>

A City of Safe & Inspiring Neighbourhoods *continued*

Service	Engage Portal	
	Rank	
Bylaw Education & Compliance	1	Safety
	2	Public Awareness
	3	Responsiveness
City Cemeteries	1	Sustainability
	2	Quality
	3	Availability
Emergency Management & Business Continuity	1	Reduces Risk
	2	Coordination/Collaboration
	3	Connectivity
Fire & Emergency Response	1	Responsiveness
	2	Availability
	3	Safety
Fire Inspection & Enforcement	1	Prevention
	2	Reduces Risk
	3	Legislative Compliance

Citizens' View Panel (Research)	
Rank	Importance
1 Safety	Safety 97%
2 Responsiveness	Responsiveness 95%
3 Fairness	Fairness 96%
1 Quality	Quality 78%
2 Sustainability	Sustainability 81%
3 Availability	Availability 63%
1 Prevention	Prevention 97%
2 Reduces Risk	Reduces Risk 97%
3 Coordination/Collaboration	Coordination/Collaboration 96%
1 Responsiveness	Responsiveness 100%
2 Availability	Availability 99%
3 Reliability	Reliability 99%
1 Prevention	Prevention 94%
2 Reduces Risk	Reduces Risk 93%
3 Legislative Compliance	Legislative Compliance 90%

A City of Safe & Inspiring Neighbourhoods, *continued*

Service	Engage Portal	
	Rank	
Fire Safety Education	1	Prevention
	2	Informs
	3	Reduces Risk
Library Services	1	Accessibility
	2	Availability
	3	Convenience
Neighbourhood Supports	1	Wellbeing
	2	Equity
	3	Connectivity
Pet Ownership & Licensing	1	Safety
	2	Prevention
	3	Fairness

Citizens' View Panel (Research)		
	Rank	Importance
1	Prevention	<i>Prevention 93%</i>
2	Reduces Risk	<i>Reduces Risk 96%</i>
3	Informs	<i>Informs 90%</i>
1	Accessibility	<i>Accessibility 89%</i>
2	Availability	<i>Availability 80%</i>
3	Convenience	<i>Convenience 82%</i>
1	Wellbeing	<i>Wellbeing 92%</i>
2	Equity	<i>Equity 86%</i>
3	Accessibility	<i>Accessibility 83%</i>
1	Safety	<i>Safety 93%</i>
2	Responsiveness	<i>Responsiveness 90%</i>
3	Prevention	<i>Prevention 91%</i>

Engage Themes: A City of Safe & Inspiring Neighbourhoods

Open ended questions from the Engage Portal were distilled into themes for the City of Safe & Inspiring Neighbourhoods priority.



This word cloud visualizes frequently identified themes based on verbatim comments in the Engage Portal that relate to this Council Priority. Word size is weighted to represent the frequency of an identified theme in service areas.



A City That Moves

A City That Moves

- **Safety, Reliability, and Accessibility** most frequently rank within the **top three as the most important value dimensions** for A City That Moves.
- Convenience, Attractiveness, Connectivity are also frequently ranked as important, followed by Informs and Quality .

Engage Portal	
Service	Rank
Parking	1 Convenience
	2 Accessibility
	3 Safety
Public Transit	1 Reliability
	2 Safety
	3 Attractiveness
Sidewalks & Pathways	1 Safety
	2 Reliability
	3 Connectivity
Specialized Transit	1 Reliability
	2 Safety
	3 Attractiveness

Citizens' View Panel (Research)	
Rank	Importance
1 Safety	Safety 86%
2 Convenience	Convenience 94%
3 Accessibility	Accessibility 86%
1 Safety	Safety 97%
2 Reliability	Reliability 95%
3 Informs	Informs 93%
1 Safety	Safety 95%
2 Accessibility	Accessibility 93%
3 Reliability	Reliability 97%
1 Safety	Safety 82%
2 Reliability	Reliability 82%
3 Quality	Quality 69%

A City That Moves, *continued*

Engage Portal		
Service	Rank	
Streets	1	Reliability
	2	Connectivity
	3	Safety
Taxi, Limousine & Vehicles-for-Hire	1	Legislative Compliance
	2	Quality ²
	3	Fairness

Citizens' View Panel (Research)		
	Rank	Importance
1	Safety	<i>Safety (97%)</i>
2	Reliability	<i>Reliability (99%)</i>
3	Connectivity	<i>Connectivity (98%)</i>
1	Quality ²	<i>Quality² (89%)</i>
2	Legislative Compliance	<i>Legislative Compliance (90%)</i>
3	Fairness	<i>Fairness (89%)</i>

Quality²: Regulations are enforced with professionalism and courtesy, and staff are responsive and knowledgeable.

Engage Themes: **A City That Moves**

Open ended questions from the Engage Portal were distilled into themes for the **City That Moves** priority.



This word cloud visualizes frequently identified themes based on verbatim comments in the Engage Portal that relate to this Council Priority. Word size is weighted to represent the frequency of an identified theme in service areas.



Appendix: Glossary of Service Value Dimensions

Service	Service Description	Value Dimensions	Descriptions
Affordable Housing	Affordable Housing service provides housing options for low-income citizens.	Accessibility	The City has housing programs that are clear and easy to find by housing agencies and Calgarians.
		Affordability	The City builds new affordable homes that are accessible to low and moderate income Calgarians.
		Availability	The City has programs that make it easy and fast to get affordable housing.
		Safety	City owned affordable housing is safe, secure and well maintained.
		Simplifies	The City brings people together to drive positive changes in affordable housing.
Arts & Culture	Arts & culture service provides arts and cultural experiences to Calgarians and visitors.	Accessibility	Arts and culture activities in Calgary are easy to find, are inclusive, convenient, and welcoming to all Calgarians.
		Affordability	Arts and culture activities in Calgary are affordable.
		Fun/Entertainment	Arts and culture programs, activities and services are enjoyable and allow me to lead a creative life.
		Quality	Arts and culture programs, activities, and services are of high quality and adapt over time.
		Reconciliation	Indigenous culture is included in art and culture programs, activities and services.
Building Approvals	Building Approvals service reviews and makes decisions about applications for buildings. The decisions are based on compliance with policies, bylaws and building codes.	Availability	Inspections are done in a reasonable amount of time.
		Fairness	The City enforces various regulations where owners are not complying with Provincial and Municipal requirements.
		Informs	Inspectors give me information about anything related to the construction permit process for all buildings that doesn't meet the minimum requirements.
		Legislative Compliance	The review and approval of applications and inspections meet the minimum requirements set by the building, safety, energy code acts, and land use.
		Prevention	The City takes a proactive role in prevention by enforcing regulation and having education for industry and schools.
Building Licensing	Business Licensing service provides and enforces business licences.	Fairness	Enforcement of business licensing is clear, fair and consistent. It is done by skilled Peace Officers.
		Legislative Compliance	The City investigates and inspects businesses to make sure they follow the rules.
		Quality #1	Business license information is easy to find and the decisions made on applications are consistent.
		Quality #2	Inspectors are knowledgeable and professional.
		Responsiveness	Business licenses are issued in a reasonable timeframe.

Service	Service Description	Value Dimensions	Descriptions
Community Strategies	Community Strategies service creates policies to advance common goals and vision around social wellbeing.	Accessibility	The City supports everyone to belong.
		Connectivity	The City works together with organizations to build connections.
		Prevention	The City supports citizens' social wellbeing by preventing social and community issues.
		Responsiveness	The City is responsive to community issues and works on making life better for all Calgarians.
		Wellbeing	The City addresses the needs of all Calgarians.
Economic Development & Tourism	Economic Development & Tourism service provides grants and resources to partner agencies to encourage economic development and tourism.	Attractiveness	Calgary has attractions that are high quality and fun for Calgarians and visitors.
		Quality	Economic development efforts and Calgary tourism marketing are high quality.
		Resilient	Economic development and tourism services help Calgary and Calgarians cope and recover from things that disrupt our economy.
		Responsiveness	Economic development and tourism reacts to changes in the economy.
		Sustainability	Economic development and tourism support the local economy for current and future generations.
Land Development & Sales	Land Development & Sales service supports business community growth through the development of industrial land.	Attractiveness	Serviced city-owned land is sold at fair market value.
		Availability	There is a consistent supply of serviced land for sale.
		Convenience	Serviced land prepared and ready for construction.
		Resilient	The City's land portfolio is strong and it supports economic development.
		Responsiveness	Real estate sales are done quickly and my questions are answered.
Property Assessment	Property Assessment service prepares property value assessments in order to distribute local taxes.	Fairness	Like properties are assessed in the same way.
		Informs	My questions are answered by knowledgeable City staff.
		Legislative Compliance	Property assessments meet all standards set by the government.
		Quality	My property assessment is accurate when I get it.
		Reduces risk	The City reduces risks to tax revenues.
Social Programs	Social Programs service provides programs which offer support for social conditions in the Calgary community.	Accessibility	Social programs are accessible.
		Connectivity	I can get social programs that connect me to the resources I need to thrive.
		Prevention	I can get the social programs to assist me in difficult situations.
		Responsiveness	The social programs I access meet my needs.
		Wellbeing	The City offers programs and services that meet the needs of Calgarians.

Service	Service Description	Value Dimensions	Descriptions
Environmental Management	Environmental Management service coordinates and supports business units to manage environmental issues, risks, opportunities and trends.	Environmental	The City takes actions to conserve, protect and enhance the environment.
		Legislative Compliance	The City follows provincial and federal environmental legislation.
		Reduces risk	The City takes action to prevent or reduce environmental risks.
		Resilient	The City has services that help me make it through any environmental events.
		Quality	The City delivers high quality environmental management.
Parks & Open Spaces	Parks & Open Spaces service plans, builds, preserves and maintains public parks and open spaces.	Wellbeing	I can go to parks and open spaces all year to be in nature, be with my friends and family, and do fun, active and cultural activities.
		Availability	I have parks in my community.
		Safety	Parks and open spaces are safe.
		Sustainability	The City protects Calgary's natural environment and contributes to urban resilience.
		Environmental	The City protects Calgary's ecosystems.
Recreation Opportunities	Recreation Opportunities service provides a variety of recreation, sport and leisure activities.	Accessibility	I can access recreation easily. It is inclusive, convenient, and welcoming to all Calgarians.
		Affordability	The City has recreation for Calgarians of all income levels.
		Quality	The City has recreation activities and services that are of a high standard and adapt over time.
		Wellness	The City has services, places and spaces that allow me, my family and my community to be healthy and active.
		Reconciliation	The City includes indigenous cultural expression in the design and delivery of recreation.
Stormwater Management	Stormwater Management service collects and controls stormwater and minimizes impact on the rivers.	Reduces risk	The City works to reduce flooding from rain and snow melt that impacts homes, businesses and the community.
		Resilient	Calgary is prepared for flooding and recovers quickly.
		Environmental	The City works to keep our rivers and surrounding natural areas healthy by reducing the impact of development.

Service	Service Description	Value Dimensions	Descriptions
Urban Forestry	Urban Forestry service plants, maintains and protects public trees.	Environmental	The City protects Calgary's forest.
		Connectivity	Calgary has trees for their shade and because they make my walks more enjoyable.
		Wellness	Calgary has forests for the good effects they have on my health.
		Attractiveness	There are trees in my community for their beauty and the effects they have on my property values.
Waste & Recycling	Waste & Recycling service includes waste collection, management of landfills and operation of waste diversion programs to protect public health and the environment.	Safety	All waste & recycling activities are performed safely. Everyone is safe at City work sites and facilities.
		Reliability	Schedules for services and access to facilities are reliable and my questions are answered in a timely manner.
		Environmental	Calgarians do their part in waste reduction and diversion. Waste and recycling in Calgary meets regulatory requirements to protect public health, safety and the environment.
		Accessibility	The City gives me the information I need to know how to properly dispose of materials (garbage, recyclable, food and yard waste, household hazardous waste).
		Affordability	Rate and user fees are transparent and fair.
Wastewater Collection & Treatment	Wastewater Collection & Treatment service collects and treats sewage. It protects public health, property and the environment.	Reliability	The City works to reduce sanitary sewer backups in homes, businesses and the community.
		Environmental	The City manages wastewater from toilets, sinks and drains in a way that protects the environment.
		Responsiveness	The City responds quickly to a sanitary sewer backup in homes, businesses and the community.
Water Treatment & Supply	Water Treatment & Supply service manages the water supply.	Availability	Drinking water is available with limited disruptions.
		Quality	Drinking water is of high quality and safe to drink.
		Reliability	The City works to protect the water supply.
		Responsiveness	The City responds quickly to any delays to my water service.

Service	Service Description	Value Dimensions	Descriptions
Appeals & Tribunals	Appeals & Tribunals service provides an impartial process for citizens to challenge certain decisions made by The City of Calgary.	Responsiveness	The Tribunals' decisions are shared with the public quickly.
		Convenience	I can easily file an appeal in a way that works best for me.
		Legislative Compliance	Hearings are fair and meet all legal rules.
		Informs	Information about the tribunals' processes and decisions are easy to find.
Corporate Citizen Engagement	Corporate Citizen Engagement service provides fair and accessible opportunities for citizens to provide input.	Fairness	All ideas and voices of those who participated are captured in the public engagement process.
		Accessibility	All residents can participate in public engagement regardless of social, economic, or any other barriers.
		Connectivity	Public engagement connects residents, businesses, and other groups with the government that services all of us.
		Quality	I can see how my input was used in decision-making, City programs and services.
Corporate Citizen Relationship Management	Corporate Citizen Relationship Management service provides fair and accessible opportunities for citizens to provide input.	Provides hope	The City has a vision and direction.
		Informs	I have access to reliable and trustworthy information about The City's programs and services.
		Convenience	I have easy access to City information and services in a way that works for me.
		Equity	I have access to information and services based on my needs.
		Responsiveness	The City responds quickly when I ask for information or report an issue.
Data Analytics & Information Access	Data Analytics & Information Access service provides citizens and employees with an innovation and data hub for the City.	Accessibility	I have access to data and information.
		Availability	City data and information and location of information are available 24/7.
		Quality	City open data and information are correct and up to date.
		Responsiveness	Requests for City data and information are responded to quickly.
		Reduces effort	The City analyzes data to create information and get value from City investments.



Service and Service Value Dimensions Descriptions:

A Well-Run City (con't)

Service	Service Description	Value Dimensions	Descriptions
Municipal Elections	Municipal Elections service enables citizens to vote for Mayor, Councillors, School Board Trustees, and questions on a ballot.	Accessibility	Voting is physically accessible.
		Accuracy	Votes are counted correctly.
		Impartiality	The elections process is fair.
		Equality	All votes and voters are treated equally.
		Transparency	Elections are open to all.
Records Management, Access & Privacy	Records Management, Access & Privacy service manages, protects, and preserves City records and documents. This service also manages privacy and access.	Availability	City records are accessible.
		Inform	The City shares information.
		Reliability	City staff are knowledgeable about privacy and information access policies and practices.
		Legislative Compliance	City staff follow records management, information access and privacy policies.
Taxation	Taxation service ensures property taxes are billed and collected properly.	Sustainability	The City gets tax payments in a timely manner.
		Reliability	I get my tax bill quickly and it is correct.
		Responsiveness	My questions about my taxes are answered quickly.

Service	Service Description	Value Dimensions	Descriptions
City Planning & Policy	City Planning & Policy service creates policies to guide development or re-development.	Reliability	What is set out in City plans is followed in the future.
		Convenience	City plans and rules are easy to find and understand.
		Fairness	My interests and ideas are reflected in City plans.
		Reduces effort	It doesn't take a lot of effort for me to participate in City planning and approvals.
		Reduces risk	City plans and policies limit financial risk to The City and don't block economic growth.
Development Approvals	Development Approvals service reviews and approves all land development proposals to ensure they meet regulatory requirements.	Legislative Compliance	Legislation, bylaws and policies are followed.
		Responsiveness	Timeline commitments are met.
		Quality	Decisions are made by analyzing relevant factors.
		Convenience	Information, processes and applications are easy to access.
		Fairness	Decisions are fair.
Calgary 9-1-1	Calgary 9-1-1 service responds to emergency calls and sends emergency responders.	Reliability	I can depend on 9-1-1 in my time of need.
		Responsiveness	9-1-1 calls are answered quickly.
		Quality #1	I get courteous and professional support every time I call for help.
		Quality #2	First responders (Police, EMS, Fire) have the right information to respond appropriately.
Police Services	Police Services provide police services including crime prevention and education, law enforcement and investigations.	Safety	Communities are safe, diverse and inclusive.
		Prevention	Crime is prevented and reduced.
		Quality	Police officers are professional.
		Reliability	The Police answers my calls well and works to keep good relationships with Calgarians.
Bylaw Education & Compliance	Bylaw Education & Compliance service ensures bylaw compliance through enforcement and education.	Responsiveness	My complaints and bylaw issues are answered and fixed quickly.
		Safety	I feel safe and protected in my community.
		Fairness	Bylaw enforcement is clear, fair and consistent. Bylaw education is conducted by skilled Peace Officers.
		Public awareness	Calgarians understand bylaws and the importance of being a good neighbour.

Service	Service Description	Value Dimensions	Descriptions
City Cemeteries	City Cemeteries service maintains public cemeteries, and provides affordable burial and memorial services.	Quality	City cemeteries provide a dignified service for the respectful interment and memorialisation by families of loved ones.
		Availability	I have access to a range of affordable cemetery space types.
		Sustainability	City cemeteries are well-managed for the long-term.
		Legislative Compliance	City cemeteries follow legislation.
Emergency Management & Business Continuity	Emergency Management & Business Continuity service coordinates and supports stakeholders to prepare, respond and recover from disasters and emergencies in Calgary.	Prevention	Everyone is prepared to respond to and recover from major emergencies.
		Reduces risk	The City takes action to prevent or reduce hazards and risks.
		Resilient	Calgary bounces back from the effects of a major emergency quickly.
		Connectivity	The right people with the right skills help respond to and recover from emergencies.
		Coordination/ Collaboration	The City has the experts and resources needed to be ready to respond to major emergencies.
		Communication	The City gives me the information I need to be ready for emergencies.
Fire & Emergency Response	Fire & Emergency Response service provides emergency response support for fires, medical incidents, accidents and hazardous material incidents.	Legislative	The City meets the requirements in having an emergency management agency as required by the Province of Alberta's Emergency Management Act.
		Responsiveness	Emergency calls are responded to quickly.
		Availability	Fire fighters come with the right equipment. They are competent, polite and caring.
		Reliability	There are programs, plans and systems in place to manage all hazards.
		Provides hope	Fire fighters stay with me until my emergency is done.
Fire Inspection & Enforcement	Fire Inspection & Enforcement service helps businesses comply with fire safety regulations.	Safety	Fire fighters do whatever they can to keep me and my family safe.
		Legislative Compliance	Fire Department helps me comply with Fire Safety Codes and Standards.
		Prevention	There are programs that keep me safe and minimize damage from fires and other dangers.
		Reduces risk	Fire Department does whatever it can to keep me and my family safe.
		Quality	Fire inspections and investigations are done well. I can access these reports.

Service	Service Description	Value Dimensions	Descriptions
Fire Safety Education	Fire Safety Education service provides fire safety education.	Informs	I can get information about fire and life safety risks that affect me, my family and my property.
		Prevention	There are services for me that reduce fires and risks to me and my property.
		Reduces risk	There are services for me that reduce fires and risks to me and my property.
		Legislative Compliance	There are services for me that reduce fires and risks to me and my property.
Library Services	Library Services support Calgary libraries.	Accessibility	At the Library, Calgarians can access information, resources, and technology regardless of social, geographic and physical barriers, resources, and technology regardless of social, geographic and physical barriers.
		Availability	I have a public library in my community, or nearby.
		Convenience	It is convenient to use my Library.
		Self-Transcendence	Libraries are easy to access for everyone.
Neighbourhood Supports	Neighbourhood Supports service supports creating stronger neighbourhood communities.	Reconciliation	Libraries are a welcoming, supportive and inclusive for Indigenous cultures.
		Connectivity	The City works with Calgarians and community organizations to address social issues.
		Accessibility	The City offers programs that bring residents together and supports community organizations in doing the same.
		Equity	Everyone is included and can participate.
		Sustainability	There are resources to help residents contribute to their neighbourhood.
Pet Ownership & Licensing	Pet Ownership & Licensing service issues pet licences. It supports animal control, sheltering and adoption.	Wellbeing	There is support for residents to make their community a better place to live, work, and play.
		Safety	Cats, dogs, owners, and neighbours live together safely.
		Responsiveness	Bylaw complaints about pets are resolved quickly.
		Fairness	Bylaw enforcement is clear, fair and consistent. Bylaw education is conducted by skilled Peace Officers.
		Quality	Pet licensing meets my needs.
		Prevention	There is understanding of responsible pet ownership.

Service	Service Description	Value Dimensions	Descriptions
Parking	Parking service manages Calgary parking lots and spaces and enforces parking regulations.	Safety	Parking restrictions for safer mobility.
		Convenience	Parking systems and signage are easy to use.
		Accessibility	Parking is provided for users with a variety of needs.
		Responsiveness	Parking bylaws are enforced in a timely manner.
Public Transit	Public Transit service provides train and bus transportation for citizens to help them get from place to place safely, reliably, affordably and easily.	Safety	Public transit is safe.
		Reliability	Public transit is reliable.
		Quality	Transit staff greet me with a smile, pleasant tone of voice and the right attitude when I need help.
		Inform	Information is clear and consistent.
Sidewalks & Pathways	Sidewalks & Pathways service provides a network of sidewalks, pathways and trails enabling citizens to travel throughout Calgary.	Attractiveness	Transit is convenient, easy to use, and clean.
		Safety	I feel safe using sidewalks and pathways.
		Accessibility	Everyone can use sidewalks and pathways.
		Connectivity	I am able to reach my destination using streets, sidewalks and pathways.
Specialized Transit	Specialized Transit service provides specialized transportation (specialized buses, vans and taxis) for citizens with disabilities to help them move from place to place safely, reliably, affordably and easily.	Responsiveness	The City responds to service requests in a timely manner.
		Reliability	Sidewalks and pathways are in good shape.
		Safety	I am safe when on transit.
		Reliability	I can get transit when I need it.
Specialized Transit	Specialized Transit service provides specialized transportation (specialized buses, vans and taxis) for citizens with disabilities to help them move from place to place safely, reliably, affordably and easily.	Quality	Transit staff greet me with a smile, pleasant tone of voice and the right attitude when I need help.
		Inform	Information is clear and consistent.
		Attractiveness	Transit is convenient, easy to use, and clean.



Service and Service Value Dimensions Descriptions:

A City That Moves (con't)

Service	Service Description	Value Dimensions	Descriptions
Streets	Streets service provides roads that enable citizens to travel throughout Calgary.	Safety	I feel safe using the streets in Calgary.
		Accessibility	Everyone can use the streets in Calgary.
		Connectivity	I can get to where I am going by using Calgary's streets, sidewalks, and pathways.
		Responsiveness	The City responds to service requests in a timely manner.
		Reliability	Calgary streets are in good shape.
Taxi, Limousine & Vehicles-for-Hire	Taxi, Limousine & Vehicles-for-Hire service ensures taxi and vehicle-for-hire bylaw compliance through enforcement and education.	Responsiveness	Licenses are issued within a reasonable timeframe.
		Quality #1	Drivers and companies are satisfied with the licensing service. The information is clear and easy to find, and decisions on applications are consistent.
		Quality #2	Regulations are enforced with professionalism and courtesy, and staff are responsive and knowledgeable.
		Legislative Compliance	The City does investigations and inspections to make sure drivers and companies meet regulations.
		Fairness	Enforcement is transparent, fair and consistently delivered by Inspectors.

Long-Term Tax Support Rates for User Fee Related Services

I. Introduction

User fees are payments, made by the user of a good or service, that recover in whole or in part the cost of providing that specific good or service. While user fees contribute a significant portion to The City's revenue, the determination of what portion of service costs should be recovered through user fees is not primarily a financial decision. Rather, it is a broader public policy decision that should reflect a balance between the mix of individual and societal benefits that arise from the consumption of a service. Once the mix of individual and societal benefits has been determined, The City can then proceed to employ user fees & tax support to:

- encourage or discourage use of certain City services, and
- ensure that the costs of a service are distributed fairly, based on who benefits from consumption of the service.

In this attachment, Administration is seeking approval for "long-term tax support rates". A "long-term tax support rate" is the proportion of the full costs of a service (or service output) that is funded from municipal tax revenues. Council is being asked to approve a target funding ratio from taxation revenue and user fees for the services the City provides. Given that the long-term tax support rate is a target, it means that services may not achieve the proposed targets within this four-year cycle.

It is possible to divide external facing City services into categories based funding type. This report features those services that used a mixed funding approach for their user-fee related service outputs (i.e., the box outlined in red in Figure 1). Environmental management is included because it was previously exempted from the process and never received Council approval for its long-term tax support rate of 0%.

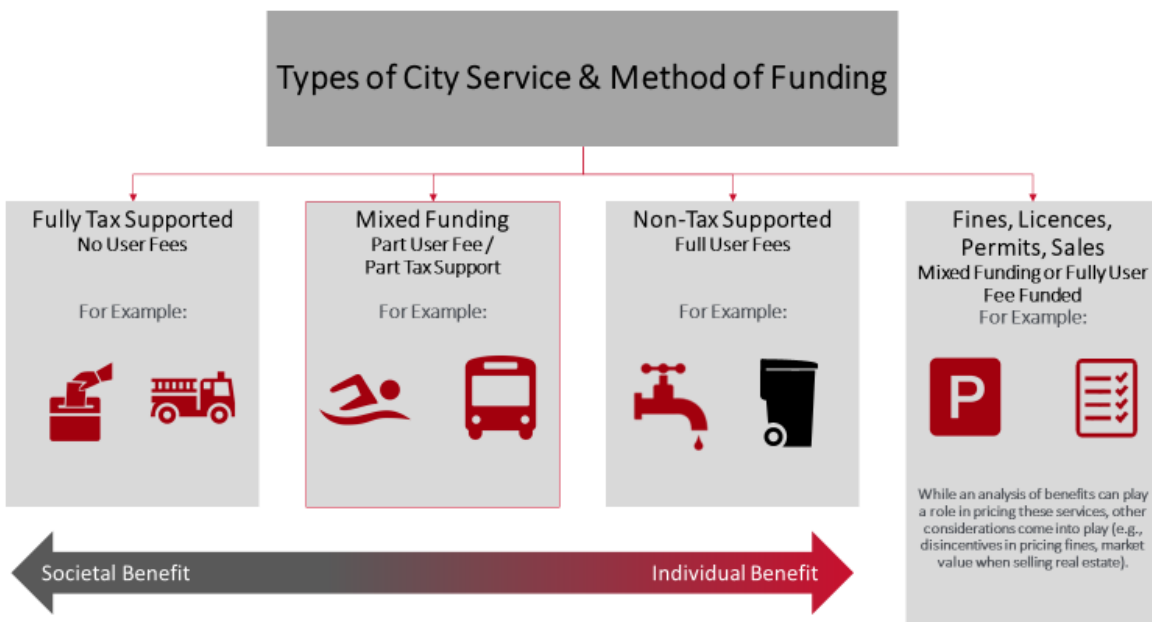


Figure 1 City services and funding methods.

The following non-tax supported services were not required to report through this process as

their funding models are already approved via various avenues. It should be noted that the funding sources for the following services include user fees, permits, fines and the sales of goods and services (including real estate).

- Water Treatment & Supply
- Wastewater Collection & Treatment
- Stormwater Management
- Land Development & Sales
- Real Estate
- Business Licensing
- Parking
- Development Approvals
- Blue Cart
- Green Cart
- Black Cart
- Taxi, Limousine & Vehicles for Hire
- City Cemeteries

II. Background

Previous Council Direction

In late 2005, Council made it a priority to review and update the existing User Fee policy. This decision was taken in recognition that the previous policy, while sound in theory, was not being applied consistently. As well, while the previous policy recognized the importance of societal benefits as the basis for determining subsidy levels, the issue of specifically *how* to assess societal benefits had never been completely addressed. The Council policy was revised in 2008 to include 11 social policy goals and further amended in 2012 to include a 12th social policy goal. The 12 policy goals are based on the *Triple Bottom Line Policy Framework*, last updated in October 2011.

The policy has been unchanged since 2012 and the process used this cycle is similar to previous cycles with the exception that the information is now being presented by service rather than business unit / department, and some of the decision-making materials and language have been updated in an effort to enhance clarity.

User Fees & Subsidies Policy

The *User Fees and Subsidies Policy* guides how user fees are developed at The City. There are six guiding principles that frame the policy. These principles provide a consistent approach for services to determine user fees and align the process, rationale and information needed to support the recommended user fees. The six guiding principles are:

1. **Benefits principle** – individuals who receive benefits should pay for the level of value or benefit received.
2. **Cost recovery principle** – the full cost of providing a good or service should be the starting point in calculating the appropriate user fee. The cost recovery principle does not imply that all costs incurred need to be recovered through user fees; rather, it suggests that even if the full costs are not recovered through user fees, understanding the full costs should be the starting point in setting the appropriate user fee. Thereafter, explicit decisions can be made, including decisions regarding the level of subsidization of the good.
3. **Public assets principle** – public assets have a value and The City must value and protect these assets.
4. **Allocation of resources principle** – Given there are limited public resources available, user fees have value as a mechanism for allocating scarce resources.

5. **General tax-support subsidies principle** – when consumption of a good or service benefits society as a whole, all citizens should pay for the benefit.
6. **Tax-supported subsidies for individuals principle** – where individuals do not have resources at an acceptable level to utilize a service, The City should provide a subsidy to provide the individual the choice to consume the service or product should they desire to do so.

It is important to note that the 6th principle, the principle associated with individual subsidies, is not directly addressed in this document, nor through the process of setting of long-term tax support rates. The Fair Entry program addresses the issue of individual subsidies and is conducted separately from the broader, general tax-support discussed in this document.

As outlined in The City's *User Fees & Subsidies Policy*, achieving the right mix of funding involves assessing the benefits that accrue to both individual users and to the city as whole. The higher the benefit for individual users, the more The City may want to maximize user fee revenue; however, the support of a service from taxation can also be used to achieve public policy goals and serve to benefit the city over the longer term by providing enhanced overall value to citizens and encouraging citizens to use services that create a broader public benefit. Therefore, the question of whether to maximize user fees must always be set in context of the larger question of delivering value.

It is also important to note that increasing fees does not necessarily mean increasing revenue. User fees revenues, unless the user fees are mandated, are bound by consumer demand for services. Increasing fees can result in decreasing consumer demand and thus decreasing revenues or decreasing the consumption of a service with societal benefits that The City has an interest in promoting. Service owners were requested to consider these questions in the development of their long-term tax support rates.

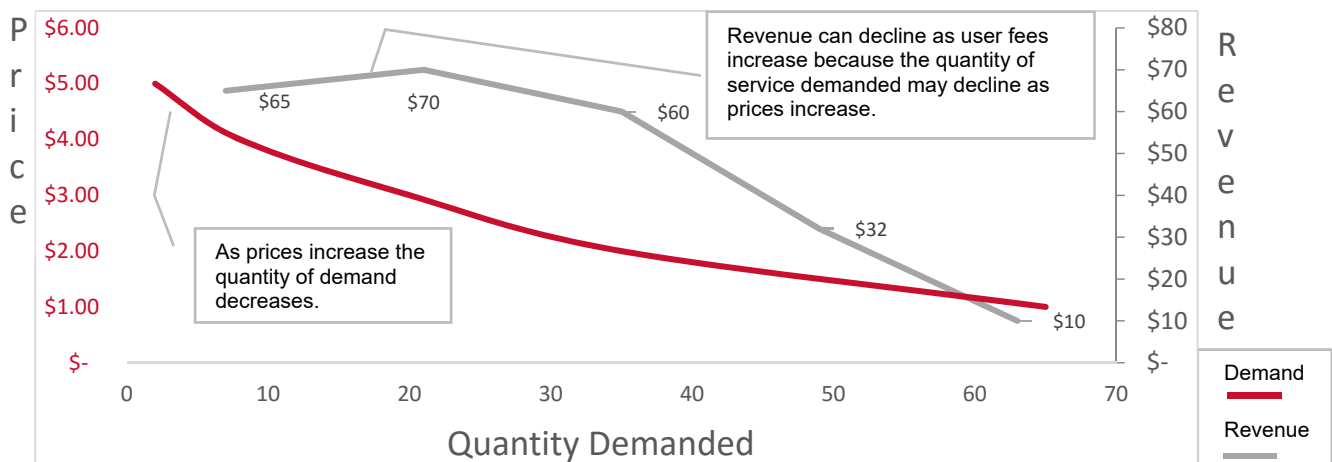


Figure 2 The demand curve and resulting revenues using mock data. The red line shows the quantity of demand at certain price points. The grey line shows the expected revenues at various price points given the quantity demanded.

Integration with the Service Planning and Budgeting Cycle

There are two parts to the user fee setting process: (1) the setting of long-term tax support rates, which occurs early in the planning and budgeting process; and (2) the setting of actual fees via the approval of user fee schedules, which occurs along with the approval of the main budget document in November. This objective of this report is to complete step (1) so that

services with mixed funding models may prepare their fee schedules for November.

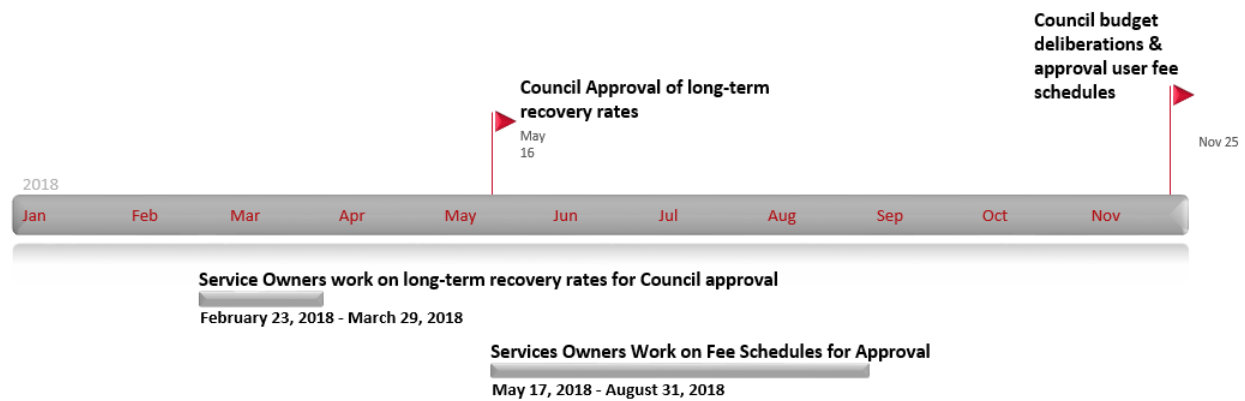


Figure 3 User Fee Timeline

The Process for Recommending Long-Long Term Tax Support Rates

Service owners with mixed funding models were asked to prepare an analysis of their service to bring to Council. This analysis consisted of four parts, shown in Figure 4 below: (i) an analysis of the full costs of the service; (ii) a societal benefits assessment to estimate the societal benefits of the service; (iii) an analysis of the individual benefits of a service by determining the willingness to pay for the service; (iv) a comparative analysis where these factors were considered and a recommendation developed.

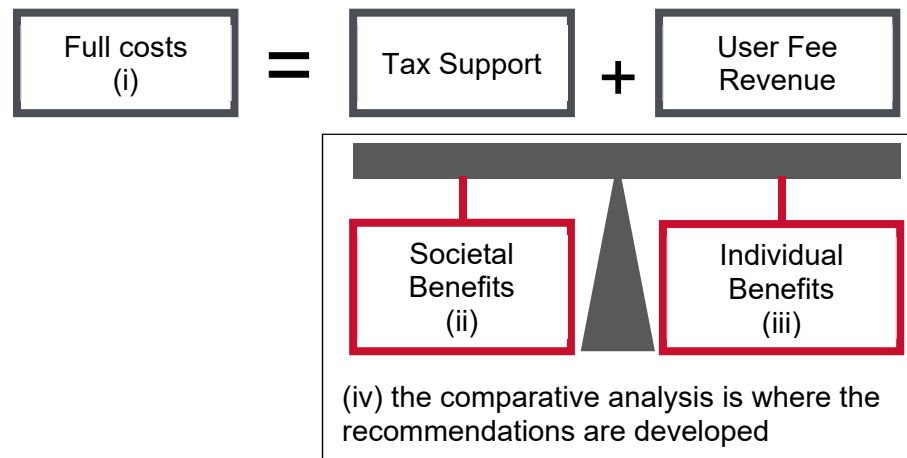


Figure 4 The steps to arrive at a recommended long-term tax support rate.

The results of these analyses are presented in the *Long-Term Tax Support Rate Forms* in Appendix 1. Each of the steps of the analysis are detailed below.

Full Costs (Step (i) in Figure 4)

The full costs of the service were determined using the formula in Figure 5. It is important to know that the costs presented in the *Long-Term Tax Support Rate Forms* are not necessarily

the costs associated with the entire line of service. Streets, for example, has only a subset of service outputs that it provides for fee. The costs set out in the *Streets Long-Term Tax Support Rate Form* relate only to the service outputs for which a fee is charged (i.e., street use, hoarding and excavation). Public Transit, on the other hand, is aligned to a single service output (transit trip) and so the cost figures in the analysis reflect the cost of the service. Annual capital costs are costs incurred for capital over the lifespan of an asset, these costs include depreciation and interest. These costs do not include capital expenditures on capital projects that are included in capital budget.

Full Cost of Service Output(s)	=	Direct Service Costs	+	Indirect Service Costs	+	Department Overhead	+	Corporate Overhead	+	Annual Capital Costs
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Figure 5 The Full Cost Equation

Societal Benefits (Step (ii) in Figure 4)

An assessment of the societal benefits of a service is conducted using a questionnaire, which is based on some of the guiding questions in the *Triple Bottom Line Policy Framework*. This assessment provides a suggested level of tax support based on the nature and extent to which the public (i.e., society as a whole) benefits from the consumption of a good or service. The analysis is based on the 12 policy goals of the *User Fee and Subsidies Policy (CFO010)* as listed in Table 1.

Table 1 Policy Goals for Assessing Societal Benefits

Policy Goals for Assessing Societal Benefits (Approved in PFC2012-16)	Goal Category
Reduce community greenhouse emissions, air pollutants, and energy consumption	Environmental
Protect water resources	Environmental
Ensure land stewardship & protection	Environmental
Reduce waste to landfill	Environmental
Provide accessibility/availability	Social
Enable affordability	Social
Promote accommodation/acceptability	Social
Improve adequacy to meet need, suitability and safety	Social
Create a city where citizens want to live, work and invest	Economic
Create a city that promotes a healthy, vibrant economy by attracting and retaining businesses and helping them grow	Economic
Encourage sustainable communities	Smart Growth
Reduce barriers to participation	Smart Growth

An estimate of the contribution to each policy goal is presented in the societal benefits section of the *Long-Term Tax Support Rate Form* along with rate of tax support suggested by the analysis, which is also expressed as a percentage of full cost.

Individual Benefits (Step (iii) in Figure 4)

Service owners were asked to estimate the maximum amount of user fees possible from their service. This was done to understand the consumer's willingness to pay and thus approximate the benefit of the service to individual users of the service. In the *Long-Term Tax Support Rate Form* the results of the analysis are expressed as a percentage of full cost.

Comparative Analysis (Step (iv) in Figure 4)

The purpose of the comparative analysis is to synthesize the information generated through the previous steps and to make a recommendation for the long-term tax support rate. This recommendation also takes into consideration the current tax support rate, the impact of fee changes on their service and the impacts on the service itself.

III. Summary of Recommendations

In most cases, Administration is recommending that fees cover a higher proportion of the cost of service over the next cycle. The effect, however, will likely be small as those services that require the most tax support in absolute terms (Recreation Opportunities and Public Transit) are keeping relatively close to their current tax support rates. The recommended long-term tax rates are summarized below in Table 2 (on the next page); more detailed information for each service is located in Appendix 1.

Operating Cost vs. Full Cost

Council often sees recovery rates or tax support rates that do not include capital and overhead costs (e.g., the farebox recovery rate used by the Public Transit service). The *User Fees and Subsidies Policy* uses full-cost as the basis of analysis. To ease confusion and offer a line of sight to the rates Council may be more accustomed to reviewing tax support rates based on operating cost have been presented below.

Services Deferring Long-Term Recovery Rate Approval

The Appeals & Tribunals service has requested deferring the setting of a long-term tax support rate pending the results of a strategic review and will submit a long-term tax support rate as part of the 2019 service plans and budgets adjustments process

Table 2 Long-Term Tax Support Rates for approval are contained within the boxes outlined in blue, the rest of the table is presented for information.

Service	Current Tax Support Rate (Operating Cost)	Current Tax Support Rate (Full Cost)	Long-Term Tax Support Rate For Approval	Direction of Tax Support	Examples of Preliminary Fee Change Estimates	
					Fee Name	Average Annual Growth Range
Public Transit	55%	68%	69%	↑	Transit Fares	3%
					Reserved Parking	3%
Recreation Opportunities	48%	62%	60%	↓	Adult Single Admission – Leisure Centre	1 – 2.5%
					Non-Adult Ice Rental	1 – 2.5%
					Adult Weekday Green Fee – Maple Ridge	0 – 2%
					Senior 12 game pass – All Courses	0 – 2%
Streets (Street Use, Hoarding and Excavation)	4%	25%	5%	↓	Street Use Permit (Daily)	9%
					Excavation or Hoarding (Construction) Permit	2.15%
					Pavement Degradation Fee	2.15%
Pet Ownership & Licensing	21%	40%	34%	↓	Dog or Cat Licence (unaltered)	2.5%
Arts & Culture (Programs)	74%	76%	78%	↑	Arts Centre Ceramic Membership	0 – 2%
					Arts Centre Studios with operating hours	0 – 2%
Fire Inspection & Enforcement	51%	56%	55%	↓	Blasting Permit	2 – 3%
					Business License Fire Inspection	2 – 3%
					Occupant Load Measurement	2 – 3%
Parks & Open Spaces (Park Bookings)	67%	75%	75%	↕	Parks Bookings	2.5%
Data Analytics & Information Access	0%	4%	5%	↑	Data Licensing	2%
Environmental Management (Environmental Agreement Application)	0%	0%	0%	↕	Application for Environmental Agreements	0%



Appendix 1: Long-Term Tax Support Rate Forms

Explanatory Note: The first two pages of this Appendix are an explanation of the Long-Term Tax Support Rate Form. The actual forms begin thereafter.

Tax Support Rate for Service

Current Tax Support Rate

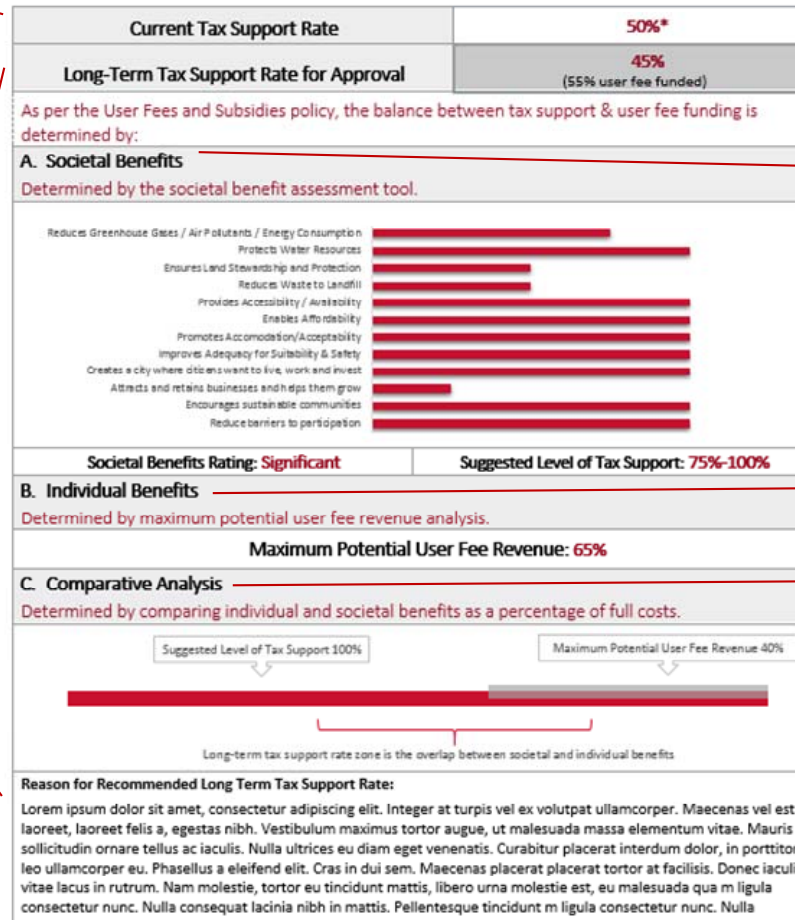
The current tax support rate is the current portion of the service/service outputs that is funded from taxes. It is based on 2018 projections and equals the amount of tax support / full cost.

Long Term Tax Support Rate

The long term tax support rate is the targeted portion of the service / service output that is supported by taxes. This is the recommendation by the Service Owner based on the comparative analysis in section C.

Reasons for Recommendation

Gives an opportunity to service owners to communicate the reason that they are recommending the chosen tax support rate for approval.



*All percentages are based on a percentage of full cost unless otherwise noted.

A. Societal Benefits

Societal benefits are determined through a questionnaire that has been used in the past two cycles. The questionnaire is used to score the amount of benefit for each of the 12 policy goals in the User Fees & Subsidies Policy. The end result is a suggested level of tax support expressed as a range of the full cost of a service output.

B. Individual Benefits

We answer the question of "how much do individuals value the service" by examining what user fee would yield the maximum revenue. We then compare this revenue amount to the full cost of the service / service outputs.

C. Comparative Analysis

In this section, societal benefits and individual benefits are balanced to determine the appropriate range of long-term tax support. The graphic demonstrates the range of possibility with respect to options for setting the long-term tax support rate. Each bar represents the appropriate percentage of full costs and the area of overlap is the range of long-term tax rate support.

Service Implications

An opportunity to discuss the broader implications of the recommended long-term tax support rates. Higher rates? Less service? More of the same?

Short-Term Tax Support Rates

These rates are meant to show the rate of progress towards the long term tax support rate.

Short-Term Operating Cost Tax Support Rate

Operating costs in this case only take into account the direct and indirect costs at the business unit level. Therefore, this rate gives an idea of how much of the operational expenses associated with a given service output are supported by taxes.

Short-Term Full Cost Tax Support Rate

Full costs are the entire scope of costs associated with providing a service / service output. They include everything indented under Cost Projections and summed in the "Full Cost" row

Service Implications

Description of the service implications of the Long-Term Tax Support Rate.

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Fee Implications

Preliminary projection of how the long-term tax support rate will affect fees. Actual fees will be presented to Council in the fall and approved in November.

Short-Term Tax Support Rates for Information

	2018 Budgeted	2019 Preliminary	2020 Preliminary	2021 Preliminary	2022 Preliminary
Operating Cost Tax Support Rate	50%	49%	48%	47%	46%
Full Cost Tax Support Rate	65%	64%	63%	62%	61%

Fee Effect of Short-Term Tax Support Rates (for information)

User Fee Name	Preliminary 2019 – 2022 Average Annual Growth Range for Fees
Adult Fare	3-5%
Adult Pass	3-5%
Child Monthly Pass	2-3%
Senior's Annual Pass	5-8%

Cost Projections

2020 Projected Full Cost (\$000s) for Information

Direct Operating Costs	75,000
Indirect Operating Costs	7,500
Operating Cost	82,500
Department Overhead Costs	1,500
Corporate Overhead Costs	12,000
Annual Capital Costs	25,000
FULL COST	121,000

*All percentages are based on a percentage of full cost unless otherwise noted.

Fee Effects

This section gives an impression of the direction fees are heading based on the recommended long-term tax support rate and the associated short-term tax support rates. The rates are the annual average growth rate, meaning that, if you see 3%, you could expect fees to increase an average of 3% each year of the One Calgary cycle.

Cost Projections

This section, included for reference, show the projected costs associated with the subject service / service output. The full cost information is the basis for the percentages on the first page. Capital costs include only depreciation on current assets and interest costs associated with those assets.

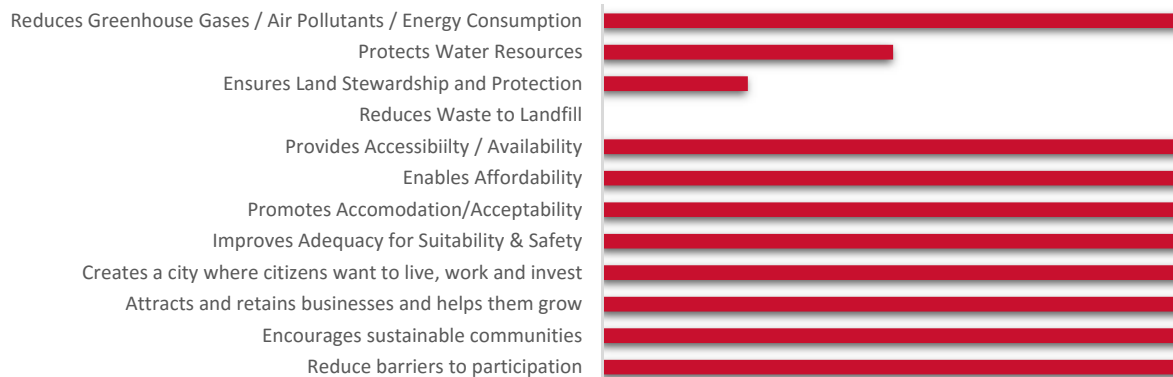
Tax Support Rate for Public Transit

Current Tax Support Rate	68%
Long-Term Tax Support Rate for Approval	69%* (31% user fee funded)

As per the User Fees and Subsidies policy, the balance between tax support & user fee funding is determined by:

A. Societal Benefits

Determined by the societal benefit assessment tool.



Societal Benefits Rating: **Significant**

Suggested Level of Tax Support: **76% - 100 %**

B. Individual Benefits

Determined by maximum potential user fee revenue analysis.

Maximum Potential User Fee Revenue: **32%**

C. Comparative Analysis

Determined by comparing individual and societal benefits as a percentage of full costs.



Reason for Recommended Long-Term Tax Support Rate:

Overall, the recommended long-term tax support rate of 68.5% is lower than the indicated range of tax support rate range of 76%-100% from Societal Benefits Assessment. Current tax rate is very close to the recommended tax rate, considering moderate increases in user fees over the next business cycle. Careful balance has been taken into account for fare increases over the next 4-year cycle to allow for increase in ridership while maintaining the current tax support rates. The long-term tax support rate does not include assumptions for introduction of Green Line service in 2026. Long term tax support rate after including Green Line operating and capital costs will be approximately 73%.

*All percentages are based on a percentage of full cost unless otherwise noted.

Service Implications

Description of the service implications of the Long-Term Tax Support Rate.

The recommended long-term tax support rate accommodates minimal increase in service and maximum user fee scenario. Any impacts to user fee will impact the tax support rates and balance of both is required to provide uninterrupted service.

Fee Implications

Preliminary projection of how the long-term tax support rate will affect fees. Actual fees will be presented to Council in the fall and approved in November.

Short-Term Tax Support Rates for Information

	2018 Budgeted	2019 Preliminary	2020 Preliminary	2021 Preliminary	2022 Preliminary
<i>Operating Cost Tax Support Rate</i>	55%	55%	55%	56%	55%
<i>Full Cost Tax Support Rate</i>	68%	68%	68%	68%	68%

Fee Effect of Short-Term Tax Support Rates (for information)

User Fee Name	Preliminary 2019 – 2022 Average Annual Growth Range for Fees
Transit Fares	3%
Reserved Parking	3%

Cost Projections

2020 Projected Full Cost (\$000s) for Information

Direct Operating Costs	\$433,000
Indirect Operating Costs	\$5,600
Operating Cost	\$439,000
Department Overhead Costs	\$1,000
Corporate Overhead Costs	\$48,000
Capital Costs	\$140,000
FULL COST	\$629,000

*All percentages are based on a percentage of full cost unless otherwise noted.

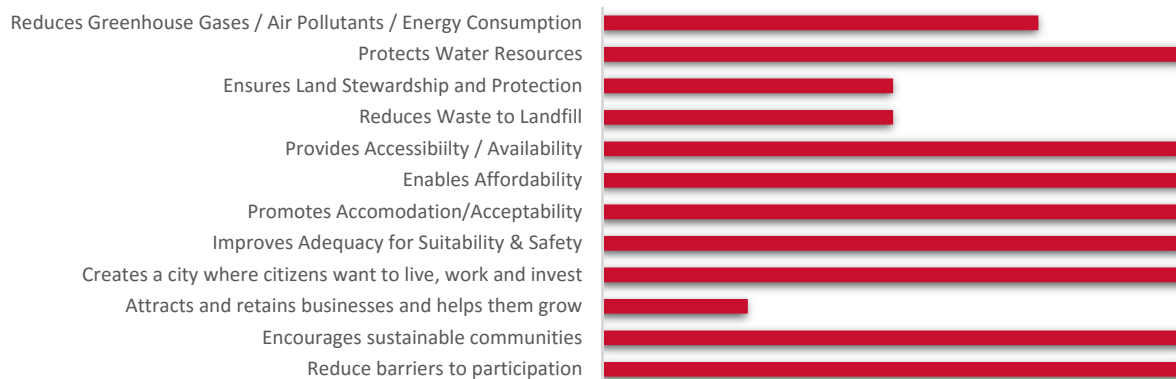
Tax Support Rate for Recreation Opportunities

Current Tax Support Rate	62%
Long-Term Tax Support Rate for Approval	60%* (40% user fee funded)

As per the User Fees and Subsidies policy, the balance between tax support & user fee funding is determined by:

A. Societal Benefits

Determined by the societal benefit assessment tool.



Societal Benefits Rating: **Significant**

Suggested Level of Tax Support: **76% - 100%**

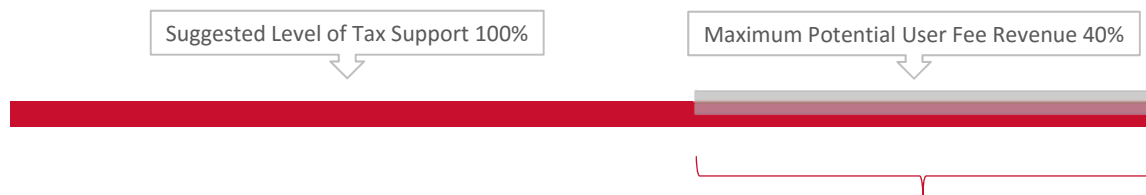
B. Individual Benefits

Determined by maximum potential user fee revenue analysis.

Maximum Potential User Fee Revenue: **40%**

C. Comparative Analysis

Determined by comparing individual and societal benefits as a percentage of full costs.



The overlap between societal and individual benefits is the zone of long-term tax support.

Reason for Recommended Long-Term Tax Support Rate:

Recreation has a significant rate of societal benefits for all products and services. The balance of community benefits and individual benefits is used when determining fee structures that are in line with market and the User Fee Subsidy Policy. Recreation intends to maintain a recovery rate that balances the requirement to generate revenue and that offsets operating expenditures.

*All percentages are based on a percentage of full cost unless otherwise noted.

Service Implications

Description of the service implications of the Long-Term Tax Support Rate.

Recreation will implement efficiencies aligning with strategies and direction, focused on delivering value for Calgarians.

Fee Implications

Preliminary projection of how the long-term tax support rate will affect fees. Actual fees will be presented to Council in the fall and approved in November.

Short-Term Tax Support Rates for Information

	2018 Budgeted	2019 Preliminary	2020 Preliminary	2021 Preliminary	2022 Preliminary
<i>Operating Cost Tax Support Rate</i>	48%	48%	48%	48%	47%
<i>Full Cost Tax Support Rate</i>	62%	62%	61%	61%	60%

Fee Effect of Short-Term Tax Support Rates (for information)

User Fee Name	Preliminary 2019 – 2022 Average Annual Growth Range for Fees
Adult Single Admission – Leisure Centre	1 - 2.5%
Non-Adult Ice Rental	1 - 2.5%
Adult Weekday Green Fee – Maple Ridge	0 - 2%
Senior 12 game pass – All Courses	0 - 2%

Cost Projections

2020 Projected Full Cost (\$000s) for Information

Direct Operating Costs	\$71,000
Indirect Operating Costs	\$14,000
Operating Cost	\$85,000
Department Overhead Costs	\$500
Corporate Overhead Costs	\$11,000
Capital Costs	\$18,000
FULL COST	\$114,500

*All percentages are based on a percentage of full cost unless otherwise noted.

Tax Support Rate for Streets

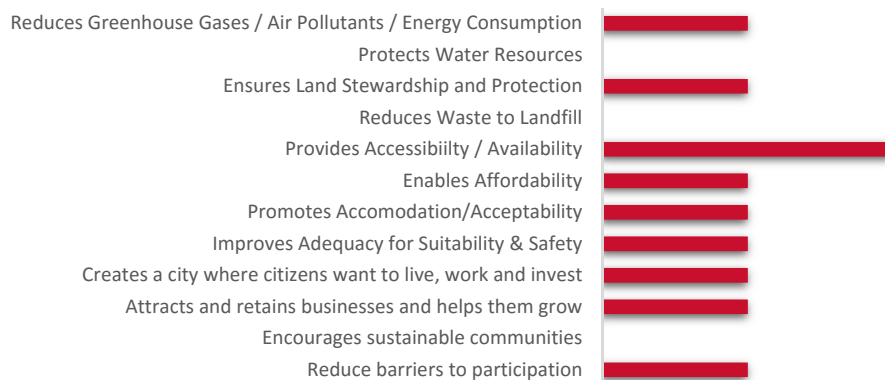
This form relates only to fees charged for street use, hoarding and excavation and not to the entire service.

Current Tax Support Rate	25%
Long-Term Tax Support Rate for Approval	5%* (95% user fee funded)

As per the User Fees and Subsidies policy, the balance between tax support & user fee funding is determined by:

A. Societal Benefits

Determined by the societal benefit assessment tool.



Societal Benefits Rating: **Limited**

Suggested Level of Tax Support: **0% - 25 %**

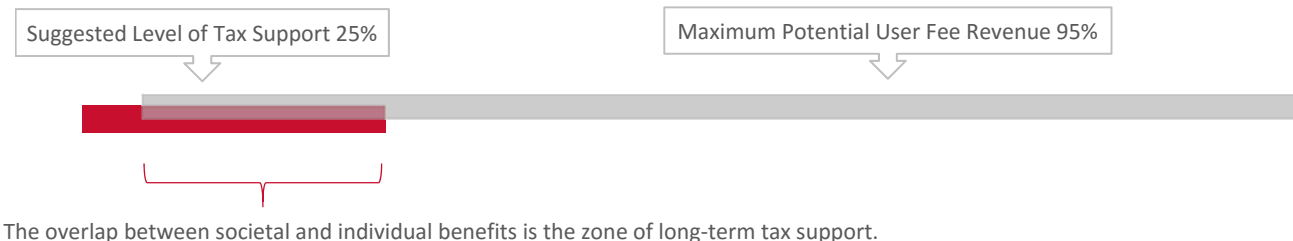
B. Individual Benefits

Determined by maximum potential user fee revenue analysis.

Maximum Potential User Fee Revenue: **95%**

C. Comparative Analysis

Determined by comparing individual and societal benefits as a percentage of full costs.



Reason for Recommended Long-Term Tax Support Rate:

Minor tax support for costs associated with community events (festivals, block parties, fun runs), parking signage for persons with disabilities, and community-led petitions for establishment of residential parking zones, speed humps and alley barriers. Majority of service is for individual benefit, and therefore full cost-recovery is the goal.

*All percentages are based on a percentage of full cost unless otherwise noted.

Service Implications

Description of the service implications of the Long-Term Tax Support Rate.

Undergoing fee review project, plans to implement for 2019-2022. Change the way the value of the street is calculated. Recommendations ready for 2018 September. Revenue calculations used in this form are based on conservative growth of status quo (historical) only, except for Street Use Permit. Fee Review will likely propose larger growth ranges, for certain scenarios.

Fee Implications

Preliminary projection of how the long-term tax support rate will affect fees. Actual fees will be presented to Council in the fall and approved in November.

Short-Term Tax Support Rates for Information

	2018 Budgeted	2019 Preliminary	2020 Preliminary	2021 Preliminary	2022 Preliminary
<i>Operating Cost Tax Support Rate</i>	4%	0%	0%	0%	0%
<i>Full Cost Tax Support Rate</i>	25%	18%	18%	17%	17%

Fee Effect of Short-Term Tax Support Rates (for information)

User Fee Name	Preliminary 2019 – 2022 Average Annual Growth Range for Fees
Street Use Permit (Daily)	9%
Hoarding (Construction) Permit	2.15%
Excavation Permit	2.15%
Pavement Degradation Fee	2.15%

Cost Projections

2020 Projected Full Cost (\$000s) for Information

Direct Operating Costs	\$18,000
Indirect Operating Costs	\$1,500
Operating Cost	\$19,500
Department Overhead Costs	\$500
Corporate Overhead Costs	\$2,000
Annual Capital Costs	\$3,000
FULL COST	\$25,000

*All percentages are based on a percentage of full cost unless otherwise noted.

Tax Support Rate for Pet Ownership & Licensing

Current Tax Support Rate	40%
Long-Term Tax Support Rate for Approval	34%* (66% user fee funded)

As per the User Fees and Subsidies policy, the balance between tax support & user fee funding is determined by:

A. Societal Benefits

Determined by the societal benefit assessment tool.



Societal Benefits Rating: **Moderate**

Suggested Level of Tax Support: **26% - 50 %**

B. Individual Benefits

Determined by maximum potential user fee revenue analysis.

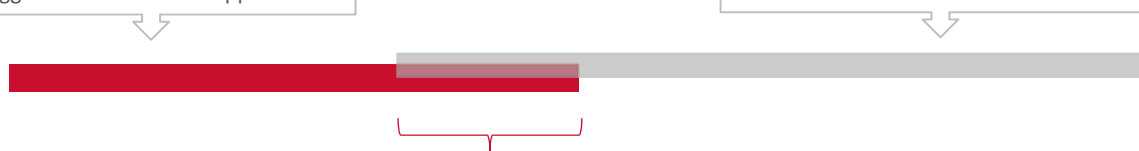
Maximum Potential User Fee Revenue: **66%**

C. Comparative Analysis

Determined by comparing individual and societal benefits as a percentage of full costs.

Suggested Level of Tax Support 50%

Maximum Potential User Fee Revenue 66%



The overlap between societal and individual benefits is the zone of long-term tax support.

Reason for Recommended Long-Term Tax Support Rate:

Overall, the recommended long-term tax support rate is in line with the indicated range of tax support (26% -50%) as a result of Societal Benefits Assessment. Pet ownership and licensing provides all citizens education on responsible pet ownership to encourage positive interactions between animals and the public.

*All percentages are based on a percentage of full cost unless otherwise noted.

Service Implications

Description of the service implications of the Long-Term Tax Support Rate.

All Calgarians benefit either directly or indirectly from this service. Pet ownership and licensing protects residents and visitors. In order to maintain the service levels Calgarians expect, long-term tax support is required to operate the animal services centre.

Fee Implications

Preliminary projection of how the long-term tax support rate will affect fees. Actual fees will be presented to Council in the fall and approved in November.

Short-Term Tax Support Rates for Information

	2018 Budgeted	2019 Preliminary	2020 Preliminary	2021 Preliminary	2022 Preliminary
<i>Operating Cost Tax Support Rate</i>	21%	22%	21%	19%	18%
<i>Full Cost Tax Support Rate</i>	40%	41%	39%	36%	34%

Fee Effect of Short-Term Tax Support Rates (for information)

User Fee Name	Preliminary 2019 – 2022 Average Annual Growth Range for Fees
Dog licence (altered) & unaltered under 6 months	2.5%
Dog licence (unaltered)	2.5%
Cat licence (altered) & unaltered under 6 months	2.5%
Cat licence (unaltered)	2.5%

Cost Projections

2020 Projected Full Cost (\$000s) for Information

Direct Operating Costs	\$5,500
Indirect Operating Costs	1,000
Operating Cost	\$6,500
Department Overhead Costs	\$50
Corporate Overhead Costs	\$1,000
Annual Capital Costs	\$1,000
FULL COST	\$8,550

*All percentages are based on a percentage of full cost unless otherwise noted.

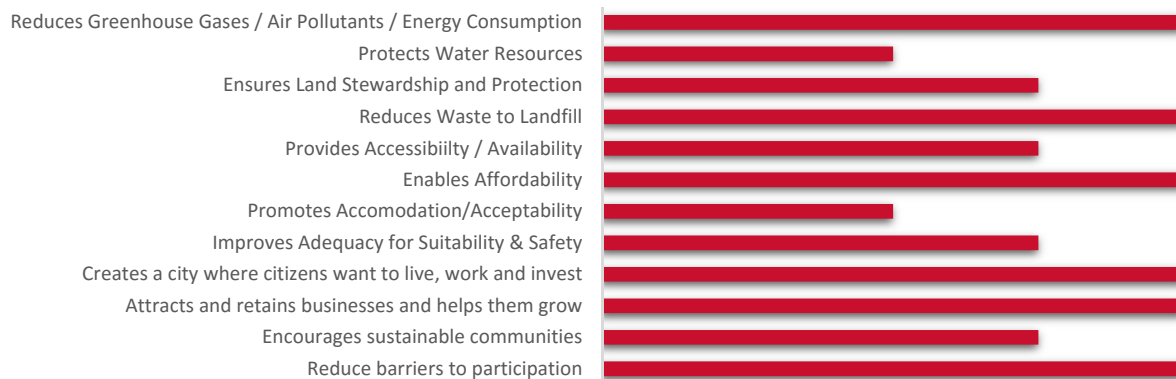
Tax Support Rate for Arts & Culture

Current Tax Support Rate	76%
Long-Term Tax Support Rate for Approval	78%* (22% user fee funded)

As per the User Fees and Subsidies policy, the balance between tax support & user fee funding is determined by:

A. Societal Benefits

Determined by the societal benefit assessment tool.



Societal Benefits Rating: **Significant**

Suggested Level of Tax Support: **76% - 100%**

B. Individual Benefits

Determined by maximum potential user fee revenue analysis.

Maximum Potential User Fee Revenue: **24%**

C. Comparative Analysis

Determined by comparing individual and societal benefits as a percentage of full costs.



Reason for Recommended Long-Term Tax Support Rate:

Arts and Culture has a significant rate of societal benefits for all products and services. A very small portion is associated with fees. The balance of community benefits and individual benefits is used when determining fee structures that are in line with market and the User Fee Subsidy Policy. Arts and Culture recommends a recovery rate that is line with operating expenditures with a small offset by revenue generation.

*All percentages are based on a percentage of full cost unless otherwise noted.

Service Implications

Description of the service implications of the Long-Term Tax Support Rate.

Arts and Culture service is directly related to the long-term tax support rate.

Fee Implications

Preliminary projection of how the long-term tax support rate will affect fees. Actual fees will be presented to Council in the fall and approved in November.

Short-Term Tax Support Rates for Information

	2018 Budgeted	2019 Preliminary	2020 Preliminary	2021 Preliminary	2022 Preliminary
<i>Operating Cost Tax Support Rate</i>	74%	74%	75%	76%	76%
<i>Full Cost Tax Support Rate</i>	76%	76%	77%	77%	78%

Fee Effect of Short-Term Tax Support Rates (for information)

User Fee Name	Preliminary 2019 – 2022 Average Annual Growth Range for Fees
Arts Centre Ceramic Membership (12 hours per month)	0 - 2%
Art Centre Studios within operating hours (1 hour)	0 - 2%

Cost Projections

2020 Projected Full Cost (\$000s) for Information

Direct Operating Costs	\$4,039
Indirect Operating Costs	\$2,837
Operating Cost	\$7,081
Department Overhead Costs	\$37
Corporate Overhead Costs	\$806
Annual Capital Costs	\$56
FULL COST	\$7,980

*All percentages are based on a percentage of full cost unless otherwise noted.

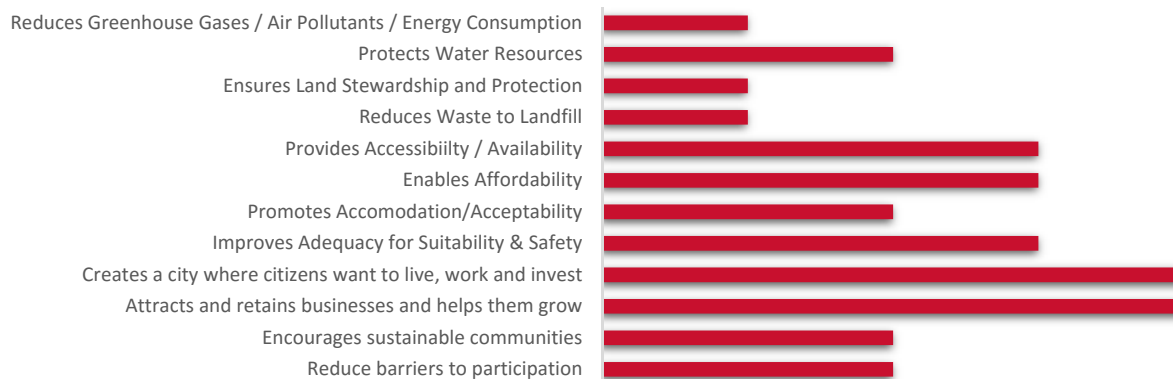
Tax Support Rate for Fire Inspection and Enforcement

Current Tax Support Rate	56%
Long-Term Tax Support Rate for Approval	55%* (45% user fee funded)

As per the User Fees and Subsidies policy, the balance between tax support & user fee funding is determined by:

A. Societal Benefits

Determined by the societal benefit assessment tool.



Societal Benefits Rating: **High**

Suggested Level of Tax Support: **51% - 75 %**

B. Individual Benefits

Determined by maximum potential user fee revenue analysis.

Maximum Potential User Fee Revenue: **45%**

C. Comparative Analysis

Determined by comparing individual and societal benefits as a percentage of full costs.



Reason for Recommended Long-Term Tax Support Rate:

The user fee societal benefits rank high as they primarily relate to public safety. The long-term rate 55% sits on the lower end of the tax support range for high societal benefits.

*All percentages are based on a percentage of full cost unless otherwise noted.

Service Implications

Description of the service implications of the Long-Term Tax Support Rate.

In the long-term, the provision of tax support on the services will increase expected compliance with Alberta Fire Codes governing special events, development, building, use and occupancy; enabling Calgary's vision for communities that are safe, vibrant and sustainable.

Fee Implications

Preliminary projection of how the long-term tax support rate will affect fees. Actual fees will be presented to Council in the fall and approved in November.

Short-Term Tax Support Rates for Information

	2018 Budgeted	2019 Preliminary	2020 Preliminary	2021 Preliminary	2022 Preliminary
<i>Operating Cost Tax Support Rate</i>	51%	51%	51%	51%	51%
<i>Full Cost Tax Support Rate</i>	56%	55%	55%	55%	55%

Fee Effect of Short-Term Tax Support Rates (for information)

User Fee Name	Preliminary 2019 – 2022 Average Annual Growth Range for Fees
Blasting Permit	2%-3% Annually
Business License Fire Inspection	2%-3% Annually
Fireworks Permit	2%-3% Annually
Occupant Load Measurement	2%-3% Annually

Cost Projections

2020 Projected Full Cost (\$000s) for Information

Direct Operating Costs	\$4,500
Indirect Operating Costs	\$1,000
Operating Cost	\$5,500
Department Overhead Costs	\$30
Corporate Overhead Costs	\$500
Annual Capital Costs	\$20
FULL COST	\$6,050

*All percentages are based on a percentage of full cost unless otherwise noted.

Tax Support Rate for Parks & Open Spaces

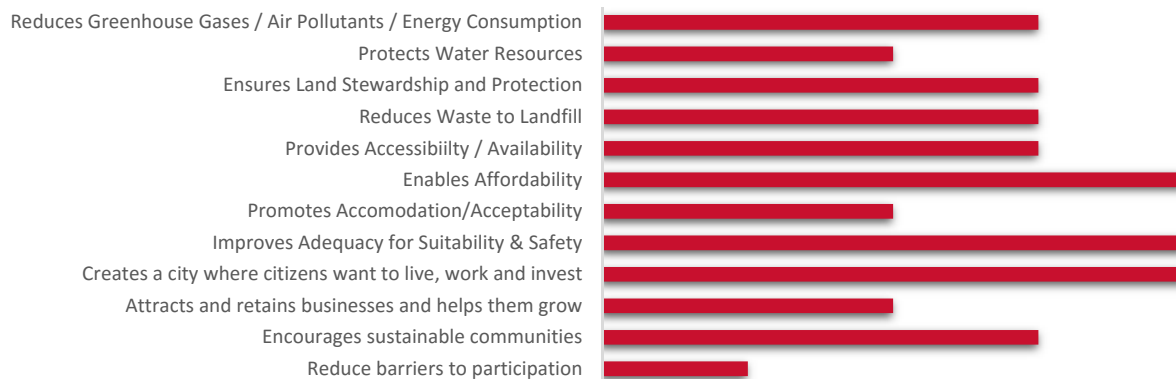
This form relates only to bookings for parks and not to the entire Park & Open Spaces service.

Current Tax Support Rate	75%
Long Term Tax Support Rate for Approval	75%* (25% user fee funded)

As per the User Fees and Subsidies policy, the balance between tax support & user fee funding is determined by:

A. Societal Benefits

Determined by the societal benefit assessment tool.



Societal Benefits Rating: **Significant**

Suggested Level of Tax Support: **76%-100%**

B. Individual Benefits

Determined by maximum potential user fee revenue analysis.

Maximum Potential User Fee Revenue: **25%**

C. Comparative Analysis

Determined by comparing individual and societal benefits as a percentage of full costs.



Reason for Recommended Long Term Tax Support Rate:

The services deliver strategic societal benefits for citizens and communities including: environmental education, active living, child and youth development, physical and mental wellness, access to nature, accessibility, sport and event tourism and vibrant communities (social inclusion, engagement and volunteerism).

*All percentages are based on a percentage of full cost unless otherwise noted.

Service Implications

Description of the service implications of the Long-Term Tax Support Rate.

In 2019-22, a planned increase in the number of higher-quality sport fields (through upgrades) will yield higher revenue. These revenues along with internal efficiencies and inflationary adjustments will help offset growth costs.

The 2014 Parks ZBR recommended increasing the hourly user charge for playfields to recover at least 50% of playfield maintenance costs. An analysis completed as part of The City's Sport Field Strategic Plan (2017) shows that most fees for adult bookings were within a best practice range. Only youth playfield booking fees are below the 50th percentile. However, increases to youth bookings would not generate the revenue anticipated. As well, given the recent economic slowdown and the potential of sharp fee increases discouraging youth participation in sport, Calgary Parks proposes to keep playfield user fees at current levels. User fee increases will align with annual inflation.

Fee Implications

Preliminary projection of how the long-term tax support rate will affect fees. Actual fees will be presented to Council in the fall and approved in November.

Short-Term Tax Support Rates for Information

	2018 Budgeted	2019 Preliminary	2020 Preliminary	2021 Preliminary	2022 Preliminary
<i>Operating Cost Tax Support Rate</i>	67%	67%	67%	67%	67%
<i>Full Cost Tax Support Rate</i>	75%	75%	75%	75%	75%

Fee Effect of Short-Term Tax Support Rates (for information)

User Fee Name	Preliminary 2019 – 2022 Average Annual Growth Range for Fees
Parks Bookings	2.5%

Cost Projections

2020 Projected Full Cost (\$000s) for Information

Direct Operating Costs	\$3,500
Indirect Operating Costs	\$500
Operating Cost	\$4,000
Department Overhead Costs	\$25
Corporate Overhead Costs	\$400
Annual Capital Costs	\$900
FULL COST	\$5,325

*All percentages are based on a percentage of full cost unless otherwise noted.

Tax Support Rate for Data Analytics & Information Access

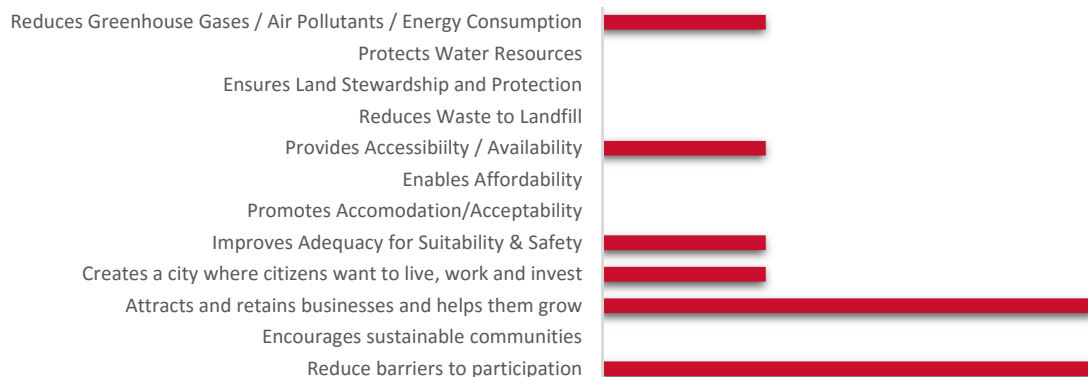
Related specifically the management of external data access, including both data licensing for which fees are charged and open data, for which fees are not charged. All fees are directed to general revenue.

Current Tax Support Rate	4%
Long Term Tax Support Rate for Approval	5%* (95% User Funded)

As per the User Fees and Subsidies policy, the balance between tax support & user fee funding is determined by:

A. Societal Benefits

Determined by the societal benefit assessment tool.



Societal Benefits Rating: **Limited**

Suggested Level of Tax Support: **25%**

B. Individual Benefits

Determined by maximum potential user fee revenue analysis.

Maximum Potential User Fee Revenue: **96%**

C. Comparative Analysis

Determined by comparing individual and societal benefits as a percentage of full costs.

Suggested Level of Tax Support 25%

Maximum Potential User Fee Revenue 95%



Long-term tax support rate zone is the overlap between societal and individual benefits

*All percentages are based on a percentage of full cost unless otherwise noted.

Reason for Recommended Long Term Tax Support Rate:

While it is difficult to predict the impact that the Open Data will have over the long term on The City, we do assume that there will be increasing pressure to release more and more data for free. The costs for managing data distribution are unlikely to go down, as increased expectations around the data will likely offset any time captured from no longer having to manage the revenue stream.

Service Implications

Description of the service implications of the Long-Term Tax Support Rate.

No significant implications as the long-term tax support rate will remain relatively unchanged.

Fee Implications

Preliminary projection of how the long-term tax support rate will affect fees. Actual fees will be presented to Council in the fall and approved in November.

Short-Term Tax Support Rates for Information

	2018 Budgeted	2019 Preliminary	2020 Preliminary	2021 Preliminary	2022 Preliminary
<i>Operating Cost Tax Support Rate</i>	0%	0%	0%	0%	0%
<i>Full Cost Tax Support Rate</i>	4%	5%	5%	5%	5%

Fee Effect of Short-Term Tax Support Rates (for information)

User Fee Name	Preliminary 2019 – 2022 Average Annual Growth Range for Fees
Data Licensing	2%

Cost Projections

2020 Projected Full Cost (\$000s) for Information

Direct Operating Costs	\$750
Indirect Operating Costs	\$0
Operating Cost	\$750
Department Overhead Costs	\$30
Corporate Overhead Costs	\$75
Annual Capital Costs	\$0
FULL COST	\$855

*All percentages are based on a percentage of full cost unless otherwise noted.

Tax Support Rate for Environmental Management

This form relates only to applications for Environmental Agreements under the *Environmental Agreements Bylaw* and not the entire Environmental Management service.

Current Tax Support Rate	0%
Long Term Tax Support Rate for Approval	0%* (100% user fee funded)

As per the User Fees and Subsidies policy, the balance between tax support & user fee funding is determined by:

A. Societal Benefits

Determined by the societal benefit assessment tool.



Societal Benefits Rating: **Limited**

Suggested Level of Tax Support: **0% - 25 %**

B. Individual Benefits

Determined by maximum potential user fee revenue analysis.

Maximum Potential User Fee Revenue: **115%**

C. Comparative Analysis

Determined by comparing individual and societal benefits as a percentage of full costs.

Suggested Level of Tax Support 25%

Maximum Potential User Fee Revenue >100%



The overlap is the range for long-term tax support rates.

Reason for Recommended Long Term Tax Support Rate:

Licenses of Occupation, as part of the Environmental Agreements Bylaw (11M2010), provide 3rd Parties with a method to investigate and remediate instances where their soil or groundwater contamination has migrated onto and impacted City-owned properties. A License provides the 3rd Party access to City lands for the purposes of investigation and installation of environmental remedial works, and is a legal agreement that sets out the terms and conditions related to

*All percentages are based on a percentage of full cost unless otherwise noted.

that access, which includes them providing The City with all of the data collected on City lands. This is a unique service which is offered only through Environmental & Safety Management and would be difficult to eliminate or outsource. Since the end goal of the program is the identification, remediation and management of risk on City property (and adjacent properties), we strongly support 3rd Parties who wish to investigate our property, and consequently have kept application fees low enough to encourage this activity, but also set them at a level to discourage vexatious applications.

Service Implications

Description of the service implications of the Long-Term Tax Support Rate.

With no adjustment to the application fee, there is no anticipated change to the provision of service.

Fee Implications

Preliminary projection of how the long-term tax support rate will affect fees. Actual fees will be presented to Council in the fall and approved in November.

Short-Term Tax Support Rates for Information

	2018 Budgeted	2019 Preliminary	2020 Preliminary	2021 Preliminary	2022 Preliminary
<i>Operating Cost Tax Support Rate</i>	0%	0%	0%	0%	0%
<i>Full Cost Tax Support Rate</i>	0%	0%	0%	0%	0%

Fee Effect of Short-Term Tax Support Rates (for information)

User Fee Name	Preliminary 2019 – 2022 Average Annual Growth Range for Fees
License of Occupation	0%

Cost Projections

2020 Projected Full Cost (\$000s) for Information

Direct Operating Costs	\$11
Indirect Operating Costs	\$0
Operating Cost	\$11
Department Overhead Costs	\$1
Corporate Overhead Costs	\$0
Annual Capital Costs	\$0
FULL COST	\$12

*All percentages are based on a percentage of full cost unless otherwise noted.

C2018-0586 One Calgary: Further program components

2018 May 16
Strategic Meeting of Council

Making **life** better every day.

*Better serving citizens, communities and customers in a collaborative and integrated way is what **One Calgary** is all about*



C2018-0586
ATTACHMENT 3



Together we will develop plans and budgets for 2019-2022 that deliver on what is most important to Calgarians



C2018-0586 Attachment 3
ISC: UNRESTRICTED



Page 3 of 60

Where we are at in the One Calgary journey

Nov/Dec 2017
Understand
community
aspirations and
expectations



Jan/Feb 2018
Approve
Council
Priorities and
Directives



Feb 2018
Approve the
“Three
Conversations,
One Calgary”
framework



March 2018
Receive
financial outlook
and existing
public input



April 2018
Approve The City’s
Strategic Plan
principles; AND
Set indicative tax
rates and indicative
rates for waste and
recycling



May 2018

- Results of public engagement & research
- Approve long-term tax support rates
- Capital Investment Process



- June 2018**
- Approve indicative rates for Water Utilities
 - Grouping of services by Council Priority
 - Sharpening focus



July 2018
Strategic
conversations
on key issues to
inform Service
Plans and
Budgets



Sept 2018
Preview of
Service Plans
and Budgets



Nov 2018
Deliberate on
2019-2022
Service Plans
and Budgets

TODAY

One Calgary at Strategic Council Meetings



- Final Ingredients



- Demonstration



- Bringing it all together & sharpening focus



- Service Delivery Expectations



- Service Plans and Budgets Deliberations

Today's agenda items



2. Approval of Long-Term Tax Support Rates

3. Capital Investment Process Overview

Council approved a set of five Strategic Plan Principles

Vision: Address citizen needs and long-term quality of life aspirations.



Value: Focus on what matters most to citizens and customers and maximise their value for City services.

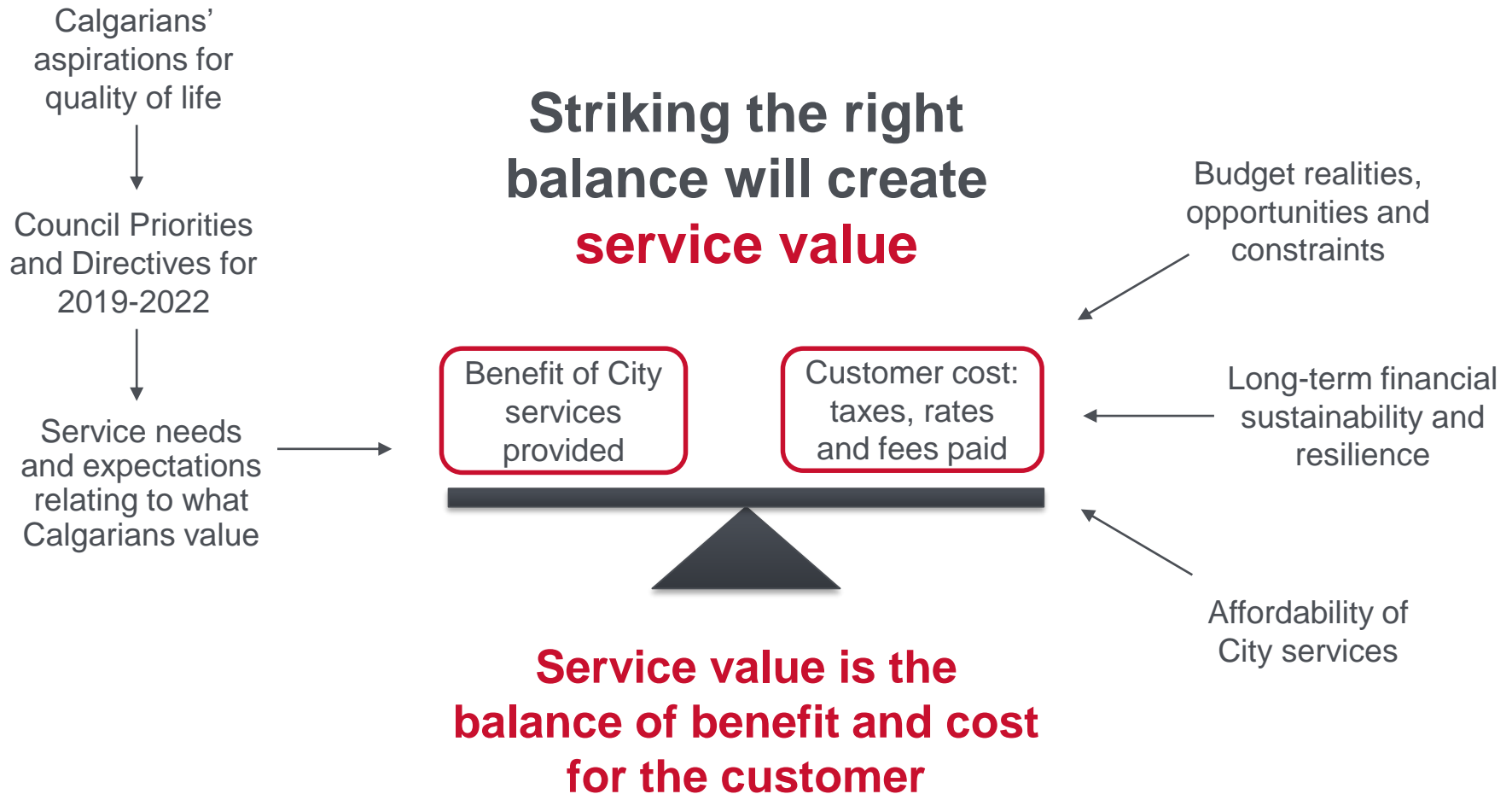
Strategy: Use a Council-driven and corporately integrated approach to planning for service delivery.

Accountability: Monitor the value generated through services by using performance measures and reporting.

Continuous Improvement: Seek to improve services and processes and adjust on an ongoing basis.

Approved by Council on 2018 April 23 (PFC2018-0445)

The challenge: to develop plans and budgets that balance service levels and financial realities



Dimensions of Value



- **Dimensions of value** are what citizens perceive as having value or **benefit** (reliability, sustainability, quality).
- While many dimensions of value exist in all three conversations, their relative **importance** differs.
- **Value** on the right side of the model is the **benefits** received for the price paid for services (and the perceived value for the money that was paid).

Service Value Dimensions

Public Engagement and Research Results

Background & Objectives

In supporting the shift to a service-based view of our multi-year plans and budgets for 2019-2022, the One Calgary program will leverage citizen insights to gain a better understanding of Calgarians' perspectives around service levels and the perception of value from what they are getting for their tax dollars from The City.

Towards this end, both Engage and the Corporate Research Team conducted public engagement and research to better understand citizen expectations and priorities around service value dimensions to help inform decisions on the service plans and budgets. Using both research and engagement approaches is critical in being as inclusive as possible, while also maintaining a balanced and complete picture of citizen perceptions. Respondents were asked about their perception around service value dimensions, that is, what citizens perceive as having value or benefit (e.g. reliability, sustainability, quality) in the services that The City provides.

This report details both the research results of a survey conducted with Calgarians via the Citizens' View Panel and the results of the Engage online feedback form.

Engage and Research Timeline

ENGAGE

				Engage Phase 1	What we Heard Report Available	Engage Phase 2 (targeted stakeholders)	Engage Phase 2 con't	Engage Phase 2 con't	Public Submissions and Engage Phase 2 report back		
December 2017	January 2018	February	March	April	May	June	July	August	September	October	November
Council Priorities Research Rollup	2017 Citizen Satisfaction Survey		One Calgary Service Line Research Rollup (existing research)		One Calgary Citizens' View Online Panel Survey	One Calgary Business Panel Survey					2018 Citizen Satisfaction Survey
Results Submitted to Council	Results Presented to Council		Results Submitted to Council		Results Presented to Council	Results Presented to Council					Results Presented to Council

CORPORATE RESEARCH TEAM

Other relevant research:

Citizen & Customer Insight Research
(Segmentation & CXI – customer experience index)
Report due: May 21

Spring Pulse Survey
Report due: June 4

Business Perspectives Focus Groups
Report due: late June

One Calgary public input points

November 2017 to November 2018

Nov. 2017
Understand
Community
Aspirations
and Citizen
Expectations

Dec. 2017
Set Council
Directives



March – May 2018
Receive results of
citizen engagement
and research



June – August 2018
Research & Phase 2
Public Engagement

Sept. 2018
Preview
Service
Plans



Nov. 2018
Deliberate on
Service Plans
and Budgets



Quality of Life Results and Indicators
representing long-term citizen aspirations

Citizen Perspectives survey results

What was heard on the campaign trail
collected from Councilors

Existing research and data
in a report to Council March
2018

Phase 1 Public engagement
conducted in April 2018 to inform
prioritization of service
investments. Findings presented
to Council in May 2018.

Phase 2
Report back on Public
Engagement
Business Panel results

**Opportunity to provide input
(written submissions or in-person)**
as part of the Standing Policy
Committee and Council meetings



Service Plans and Budgets based in ongoing, targeted and in-depth research and engagement

April 2 to 22 Public Engagement Marketing Approach

Audience approach – We targeted *all Calgarians*. Based on learnings from past campaigns, we focused on under-represented segments.

Who	How
Youth/future taxpayers	Social media (Instagram)
Adults	Report to Calgarians, social media (Facebook, Twitter, Instagram), online advertisements, digital outdoor advertisements, bold signs, Metro News print advertisements
Seniors	Report to Calgarians, 311 phone engagement, Calgary Herald print advertisements
Ethnic markets	Ethnic print, social media, online, language line
Media partners	Press release, opportunity for interviews
Civic partners	Information packages
Business community	Business panel (1,000 members)
City Employees	Internal channels (intranet, internal newsletters)

April 2 to 22 Public Engagement Marketing Results

Web

9,231 of total 14,904 page views were a result of the marketing campaign.

Print

7 languages (Advertisements in English, Cantonese, Mandarin, Punjabi, French, Urdu)

Social media marketing referrals

50% from Facebook (32% ages 25-54, 18% ages 55 to 64)

30% from Instagram story ad

Transit platform digital displays

100 boards scheduled for a total of 120,960 plays.

Bold signs

22 locations ran the advertisement for two weeks with at least one sign in each ward.



Methodology: Engage and Corporate Research

Engage: Methodology

Engage Portal

During the April public engagement, Calgarians were asked to rank, in their opinion, the value dimensions associated with each service.

This ranking, along with other research and Council Directives, will help services develop performance measures that are tied to key value dimensions and inform further service refinements to be presented in the Fall.

The Calgary.ca/yourservices webpage was divided into 5 sections each with a Council Priority. Within each section was a series of services that belong in that Council priority.

For each service a list of value dimensions were presented, and Calgarians were asked to rank those values in order of importance.

There was also an option to provide open-ended comments related to service plans and budgets.

The *What We Heard* report provides a full summary of everything we heard. For easy navigation we have broken down each section and verbatim comments by Council Priority.

Total number of responses received were 11,346. The number of responses received for each of the Council priorities and the general question included:

- A Prosperous City – 3,295 survey responses were received
- A City of Safe and Inspiring Neighbourhoods – 2,677 survey responses were received
- A Well-Run City – 1,222 survey responses were received
- A Healthy and Green City – 1,961 survey responses were received
- A City that Moves – 1,779 survey responses were received
- General Question - 412 survey responses were received

Citizens' View: Methodology

Corporate Research: Citizens' View

The research component of this project was conducted via the Citizens' View Panel. For this research, panelists were asked to rank value dimensions associated with each service as well as evaluate the importance of each service value dimension.

Both ranking and perceptions of importance gives us greater depth of insight into each service value dimension, and allows us to better understand how these service value dimensions are seen by Calgarians.

The survey was launched on April 12 to 20 to 3,346 panelists. A total of n=865 panelists completed the survey.

Please note: for the Citizens' View research component of the study, respondents were asked to both:

- **evaluate** the importance of each service value dimension on a scale from very important to not important at all; and,
- **rank** each service value dimension in order of importance.

About Citizens' View

Citizens' View is an online panel that encourages citizens to participate in shaping City of Calgary programs and services through surveys, discussions and engagement activities. Each survey is directed only to the Panel, and is not an "open" invitation.

In order to join the panel, Calgarians complete the Membership Survey, which is used to collect demographic data about each panelist. Once participants are registered, they will receive a link to complete one or two surveys every month.

Currently, there are 3,346 Panelists on the Citizens' View Panel.

- Panelists must be aged 18 years or older, and have agreed to be contacted via email to participate in City research activities.
- Any citizen of Calgary may join the panel, including City employees (identified as such via a question in the Membership Survey).
- Being a Calgary resident is the only criterion that needs to be met to be a panelist.
- Participation is voluntary, and can be withdrawn at any time.

Recruiting

- The City uses a variety of channels to recruit panel members. Channels include, but are not limited to: social media (e.g., Facebook), print (e.g., Metro News), community newsletters, radio, LRT posters and Ctrain TV advertising
- Recruiting participants is also done through other research and engagement activities, as well as collaborating with universities and not-for-profit agencies.
- Some recruitment activities are run throughout the year; whereas, others are performed on an annual basis.

Snapshot of Panel Demographics

Age	Proportion	City Quadrant	Proportion	Gender	Proportion
18-24	3%	SE	23%	Female	56%
25-34	16%	NW	30%	Male	42%
35-44	22%	NE	14%	Prefer not to answer	2%
45-54	24%	SW	31%		
55-64	21%				
65-74	11%				
75+	2%				

How to read this report

This report details both the research results of a survey conducted with Calgarians via the Citizens' View Panel and the results of the Engage online feedback form. As such, results from both initiatives are presented together for comparison purposes only. Given the different methodologies and target audiences of both approaches, it is strongly recommended that results be seen as complementary to each other.

Please note: each service selects and defines their own service value dimensions, and service value dimension definitions are not consistent from service to service. A full glossary of dimensions can be found at the end of the full combined report.

This report is divided by Council Priority.

Both the engagement and Citizens' View research asked participants to rank service value dimensions in order of importance. Rankings are presented as 1, 2, or 3. This report only shows the top 3 ranked; other rankings can be seen in the full reports.

Calgary



A Healthy & Green City

Environmental, Quality, Affordability, Availability, Reduces Risk and Reliability most frequently rank within the top three as the most important value characteristics for A Healthy & Green City.

- Accessibility and Wellness are also ranked as important, followed by Attractiveness, Resilient, Safety, and Responsiveness.

Engage Portal		Citizens' View Panel (Research)		
Service	Rank	Rank	Importance	
Environmental Management	1	1	Environmental	92%
	2	2	Reduces Risk	92%
	3	3	Quality	90%
Parks & Open Spaces	1	1	Well-being	98%
	2	2	Availability	93%
	3	3	Sustainability	92%
Recreation Opportunities	1	1	Affordability	90%
	2	2	Wellness	84%
	3	3	Accessibility	90%
Stormwater Management	1	1	Environmental	96%
	2	2	Reduces Risk	93%
	3	3	Resilient	95%

Each priority has a summary of the most frequently occurring value dimensions for that particular Council Priority.

The Citizens' View research also asked participants to evaluate the importance of each service value dimension on a scale, from very important to not important at all

The full reports of both Engage and Research results can be found here:

Engage portal results: <https://engage.calgary.ca/yourservices>

Citizens' View Panel research results: <https://engage.calgary.ca/yourservices>



Citizens' View Panel & Engage Portal Results



A Healthy and Green City

A Healthy & Green City

- **Environmental, Quality, Affordability, Availability, Reduces Risk and Reliability** most frequently rank **within the top three** as the **most important value dimensions** for A Healthy & Green City.
- Accessibility and Wellness are also ranked as important, followed by Attractiveness, Resilient, Safety, and Responsiveness.

	Engage Portal	
Service	Rank	
Environmental Management	1	Environmental
	2	Reduces Risk
	3	Quality
Parks & Open Spaces	1	Well-being
	2	Availability
	3	Sustainability
Recreation Opportunities	1	Affordability
	2	Wellness
	3	Accessibility
Stormwater Management	1	Environmental
	2	Reduces Risk
	3	Resilient

Citizens' View Panel (Research)		
	Rank	Importance
1	Environmental	<i>Environmental 92%</i>
2	Reduces Risk	<i>Reduces Risk 92%</i>
3	Quality	<i>Quality 90%</i>
1	Safety	<i>Safety 98%</i>
2	Availability	<i>Availability 93%</i>
3	Sustainability	<i>Sustainability 92%</i>
1	Affordability	<i>Affordability 90%</i>
2	Accessibility	<i>Accessibility 84%</i>
3	Quality	<i>Quality 90%</i>
1	Reduces Risk	<i>Reduces Risk 96%</i>
2	Environmental	<i>Environmental 93%</i>
3	Resilient	<i>Resilient 95%</i>

A Healthy & Green City, *continued*

Service	Engage Portal	
	Rank	
Urban Forestry	1	Environmental
	2	Wellness
	3	Attractiveness
Waste & Recycling	1	Environmental
	2	Affordability
	3	Accessibility
Wastewater Collection & Treatment	1	Environmental
	2	Reliability
	3	Responsiveness
Water Treatment & Supply	1	Quality
	2	Availability
	3	Reliability

Citizens' View Panel (Research)		
	Rank	Importance
1	Environmental	<i>Environmental 91%</i>
2	Wellness	<i>Wellness 87%</i>
3	Attractiveness	<i>Attractiveness 88%</i>
1	Safety	<i>Sustainability 91%</i>
2	Environmental	<i>Quality 85%</i>
3	Affordability	<i>Attractiveness 94%</i>
1	Reliability	<i>Reliability 97%</i>
2	Environmental	<i>Environmental 96%</i>
3	Responsiveness	<i>Responsiveness 98%</i>
1	Quality	<i>Quality 100%</i>
2	Availability	<i>Availability 100%</i>
3	Reliability	<i>Reliability 100%</i>

This word cloud visualizes frequently identified themes based on verbatim comments in the Engage Portal that relate to this Council Priority. Word size is weighted to represent the frequency of an identified theme in service areas.



A Prosperous City

A Prosperous City

- **Legislative Compliance, Quality of service, Availability, Fairness, and Responsiveness** most frequently rank within the top three as the most important value dimensions for A Prosperous City.
- Accessibility and Affordability are also ranked as important, followed by Attractiveness, Informs, and Prevention.

Service	Engage Portal	
	Rank	
Affordable Housing	1	Affordability
	2	Safety
	3	Availability
Arts & Culture	1	Affordability
	2	Accessibility
	3	Fun / Entertainment
Building Approvals	1	Legislative Compliance
	2	Availability
	3	Fairness
Building Licensing	1	Quality ¹
	2	Legislative Compliance
	3	Fairness

Citizens' View Panel (Research)		
	Rank	Importance
1	Affordability	<i>Affordability 84%</i>
2	Safety	<i>Safety 94%</i>
3	Availability	<i>Availability 82%</i>
1	Affordability	<i>Affordability 78%</i>
2	Accessibility	<i>Accessibility 69%</i>
3	Quality	<i>Quality 71%</i>
1	Legislative Compliance	<i>Legislative Compliance 95%</i>
2	Availability	<i>Availability 96%</i>
3	Informs	<i>Informs 93%</i>
1	Quality ¹	<i>Quality¹ 93%</i>
2	Quality ²	<i>Quality² 93%</i>
3	Responsiveness	<i>Responsiveness 91%</i>

Quality¹: Business license information is easy to find and the decisions made on applications are consistent.

Quality²: Inspectors are knowledgeable and professional.

A Prosperous City, continued

Service	Engage Portal	
	Rank	
Community Strategies	1	Responsiveness
	2	Prevention
	3	Wellbeing
Economic Development & Tourism	1	Fairness
	2	Informs
	3	Legislative Compliance
Land Development & Sales	1	Resilient
	2	Attractiveness
	3	Availability
Property Assessment	1	Fairness
	2	Quality
	3	Legislative Compliance
Social Programs	1	Informs
	2	Legislative Compliance
	3	Reduces Risk

Citizens' View Panel (Research)		
	Rank	Importance
1	Responsiveness	<i>Responsiveness 95%</i>
2	Prevention	<i>Prevention 87%</i>
3	Accessibility	<i>Accessibility 84%</i>
1	Sustainability	<i>Sustainability 91%</i>
2	Quality	<i>Quality 85%</i>
3	Attractiveness	<i>Attractiveness 94%</i>
1	Attractiveness	<i>Attractiveness 86%</i>
2	Availability	<i>Availability 62%</i>
3	Responsiveness	<i>Responsiveness 76%</i>
1	Quality	<i>Quality 99%</i>
2	Fairness	<i>Fairness 99%</i>
3	Legislative Compliance	<i>Legislative Compliance 97%</i>
1	Accessibility	<i>Accessibility 89%</i>
2	Prevention	<i>Prevention 87%</i>
3	Responsiveness	<i>Responsiveness 87%</i>

Engage Themes: A Prosperous City

Open ended questions from the Engage Portal were distilled into themes for the **Prosperous City** priority.



This word cloud visualizes frequently identified themes based on verbatim comments in the Engage Portal that relate to this Council Priority. Word size is weighted to represent the frequency of an identified theme in service areas.



A Well-Run City

A Well-Run City

- **Responsiveness, Informs, and Legislative Compliance** most frequently rank within the **top three as the most important value dimensions** for A Well-Run City.
- Quality, Reliability, and Accessibility are also frequently ranked as important, followed by Accuracy, Availability, .Convenience, Fairness, Impartiality, Sustainability, and Transparency.

	Engage Portal	
Service	Rank	
Appeals & Tribunals	1	Legislative Compliance
	2	Convenience
	3	Informs
Corporate Citizen Engagement	1	Accessibility
	2	Fairness
	3	Quality
Corporate Citizen Relationship Management	1	Informs
	2	Convenience
	3	Responsiveness
Data Analytics & Information Access	1	Quality
	2	Accessibility
	3	Availability

Citizens' View Panel (Research)		
	Rank	Importance
1	Legislative Compliance	<i>Legislative Compliance 95%</i>
2	Responsiveness	<i>Responsiveness 88%</i>
3	Informs	<i>Informs 95%</i>
1	Fairness	<i>Fairness 97%</i>
2	Accessibility	<i>Accessibility 95%</i>
3	Quality	<i>Quality 93%</i>
1	Informs	<i>Informs 97%</i>
2	Responsiveness	<i>Responsiveness 94%</i>
3	Equity	<i>Equity 88%</i>
1	Quality	<i>Quality 98%</i>
2	Accessibility	<i>Accessibility 94%</i>
3	Responsiveness	<i>Responsiveness 97%</i>

A Well-Run City, *continued*

Service	Engage Portal	
	Rank	
Municipal Elections	1	Impartiality
	2	Accuracy
	3	Transparency
Records Management, Access & Privacy	1	Informs
	2	Availability
	3	Legislative Compliance
Taxation	1	Reliability
	2	Responsiveness
	3	Sustainability

Citizens' View Panel (Research)		
	Rank	Importance
1	Accuracy	<i>Accuracy 100%</i>
2	Impartiality	<i>Impartiality 100%</i>
3	Transparency	<i>Transparency 98%</i>
1	Legislative Compliance	<i>Legislative Compliance 97%</i>
2	Reliability	<i>Reliability 98%</i>
3	Availability	<i>Availability 95%</i>
1	Reliability	<i>Reliability 100%</i>
2	Responsiveness	<i>Responsiveness 95%</i>
3	Sustainability	<i>Sustainability 92%</i>

Engage Themes: A Well-Run City

Open ended questions from the Engage Portal were distilled into themes for the **Well-Run City** priority.



This word cloud visualizes frequently identified themes based on verbatim comments in the Engage Portal that relate to this Council Priority. Word size is weighted to represent the frequency of an identified theme in service areas.



A City of Safe & Inspiring Neighbourhoods

A City of Safe & Inspiring Neighbourhoods

- **Prevention, Reliability, Responsiveness, Safety, and Reduces Risk** most frequently rank within the **top three** as the **most important value dimensions** for A City of Safe & Inspiring Neighbourhoods.
- Quality, Fairness, and Availability are also frequently ranked as important, followed by Legislative Compliance, Accessibility, Connectivity, Convenience, Equity, Wellbeing, Sustainability, and Informs.

	Engage Portal	
Service	Rank	
City Planning & Policy	1	Reliability
	2	Fairness
	3	Reduces Risk
Development Approvals	1	Quality
	2	Fairness
	3	Legislative Compliance
Calgary 9-1-1	1	Responsiveness
	2	Reliability
	3	Quality ¹
Police Services	1	Prevention
	2	Safety
	3	Reliability

Citizens' View Panel (Research)		
	Rank	Importance
1	Reliability	<i>Reliability 94%</i>
2	Reduces Risk	<i>Reduces Risk 95%</i>
3	Fairness	<i>Fairness 94%</i>
1	Legislative Compliance	<i>Legislative Compliance 98%</i>
2	Quality	<i>Quality 98%</i>
3	Fairness	<i>Fairness 97%</i>
1	Reliability	<i>Reliability 99%</i>
2	Responsiveness	<i>Responsiveness 100%</i>
3	Quality ¹	<i>Quality¹ 99%</i>
1	Safety	<i>Safety 95%</i>
2	Prevention	<i>Prevention 99%</i>
3	Reliability	<i>Reliability 97%</i>

A City of Safe & Inspiring Neighbourhoods

continued

Service	Engage Portal	
	Rank	
Bylaw Education & Compliance	1	Safety
	2	Public Awareness
	3	Responsiveness
City Cemeteries	1	Sustainability
	2	Quality
	3	Availability
Emergency Management & Business Continuity	1	Reduces Risk
	2	Coordination/Collaboration
	3	Connectivity
Fire & Emergency Response	1	Responsiveness
	2	Availability
	3	Safety
Fire Inspection & Enforcement	1	Prevention
	2	Reduces Risk
	3	Legislative Compliance

Citizens' View Panel (Research)	
Rank	Importance
1 Safety	Safety 97%
2 Responsiveness	Responsiveness 95%
3 Fairness	Fairness 96%
1 Quality	Quality 78%
2 Sustainability	Sustainability 81%
3 Availability	Availability 63%
1 Prevention	Prevention 97%
2 Reduces Risk	Reduces Risk 97%
3 Coordination/Collaboration	Coordination/Collaboration 96%
1 Responsiveness	Responsiveness 100%
2 Availability	Availability 99%
3 Reliability	Reliability 99%
1 Prevention	Prevention 94%
2 Reduces Risk	Reduces Risk 93%
3 Legislative Compliance	Legislative Compliance 90%

A City of Safe & Inspiring Neighbourhoods, *continued*

Service	Engage Portal	
	Rank	
Fire Safety Education	1	Prevention
	2	Informs
	3	Reduces Risk
Library Services	1	Accessibility
	2	Availability
	3	Convenience
Neighbourhood Supports	1	Wellbeing
	2	Equity
	3	Connectivity
Pet Ownership & Licensing	1	Safety
	2	Prevention
	3	Fairness

Citizens' View Panel (Research)		
	Rank	Importance
1	Prevention	<i>Prevention 93%</i>
2	Reduces Risk	<i>Reduces Risk 96%</i>
3	Informs	<i>Informs 90%</i>
1	Accessibility	<i>Accessibility 89%</i>
2	Availability	<i>Availability 80%</i>
3	Convenience	<i>Convenience 82%</i>
1	Wellbeing	<i>Wellbeing 92%</i>
2	Equity	<i>Equity 86%</i>
3	Accessibility	<i>Accessibility 83%</i>
1	Safety	<i>Safety 93%</i>
2	Responsiveness	<i>Responsiveness 90%</i>
3	Prevention	<i>Prevention 91%</i>

Engage Themes: A City of Safe & Inspiring Neighbourhoods

Open ended questions from the Engage Portal were distilled into themes for the City of Safe & Inspiring Neighbourhoods priority.



This word cloud visualizes frequently identified themes based on verbatim comments in the Engage Portal that relate to this Council Priority. Word size is weighted to represent the frequency of an identified theme in service areas.



A City That Moves

A City That Moves

- **Safety, Reliability, and Accessibility** most frequently rank within the **top three as the most important value dimensions** for A City That Moves.
- Convenience, Attractiveness, Connectivity are also frequently ranked as important, followed by Informs and Quality .

	Engage Portal	
Service	Rank	
Parking	1	Convenience
	2	Accessibility
	3	Safety
Public Transit	1	Reliability
	2	Safety
	3	Attractiveness
Sidewalks & Pathways	1	Safety
	2	Reliability
	3	Connectivity
Specialized Transit	1	Reliability
	2	Safety
	3	Attractiveness

Citizens' View Panel (Research)		
	Rank	Importance
1	Safety	<i>Safety 86%</i>
2	Convenience	<i>Convenience 94%</i>
3	Accessibility	<i>Accessibility 86%</i>
1	Safety	<i>Safety 97%</i>
2	Reliability	<i>Reliability 95%</i>
3	Informs	<i>Informs 93%</i>
1	Safety	<i>Safety 95%</i>
2	Accessibility	<i>Accessibility 93%</i>
3	Reliability	<i>Reliability 97%</i>
1	Safety	<i>Safety 82%</i>
2	Reliability	<i>Reliability 82%</i>
3	Quality	<i>Quality 69%</i>

A City That Moves, *continued*

Engage Portal	
Service	Rank
Streets	1 Reliability
	2 Connectivity
	3 Safety
Taxi, Limousine & Vehicles-for-Hire	1 Legislative Compliance
	2 Quality ²
	3 Fairness

Citizens' View Panel (Research)	
Rank	Importance
1 Safety	Safety (97%)
2 Reliability	Reliability (99%)
3 Connectivity	Connectivity (98%)
1 Quality ²	Quality ² (89%)
2 Legislative Compliance	Legislative Compliance (90%)
3 Fairness	Fairness (89%)

Quality²: Regulations are enforced with professionalism and courtesy, and staff are responsive and knowledgeable.

Engage Themes: **A City That Moves**

Open ended questions from the Engage Portal were distilled into themes for the **City That Moves** priority.



This word cloud visualizes frequently identified themes based on verbatim comments in the Engage Portal that relate to this Council Priority. Word size is weighted to represent the frequency of an identified theme in service areas.



Long-Term Tax Support Rates

For User Fee Related Services

Key definitions

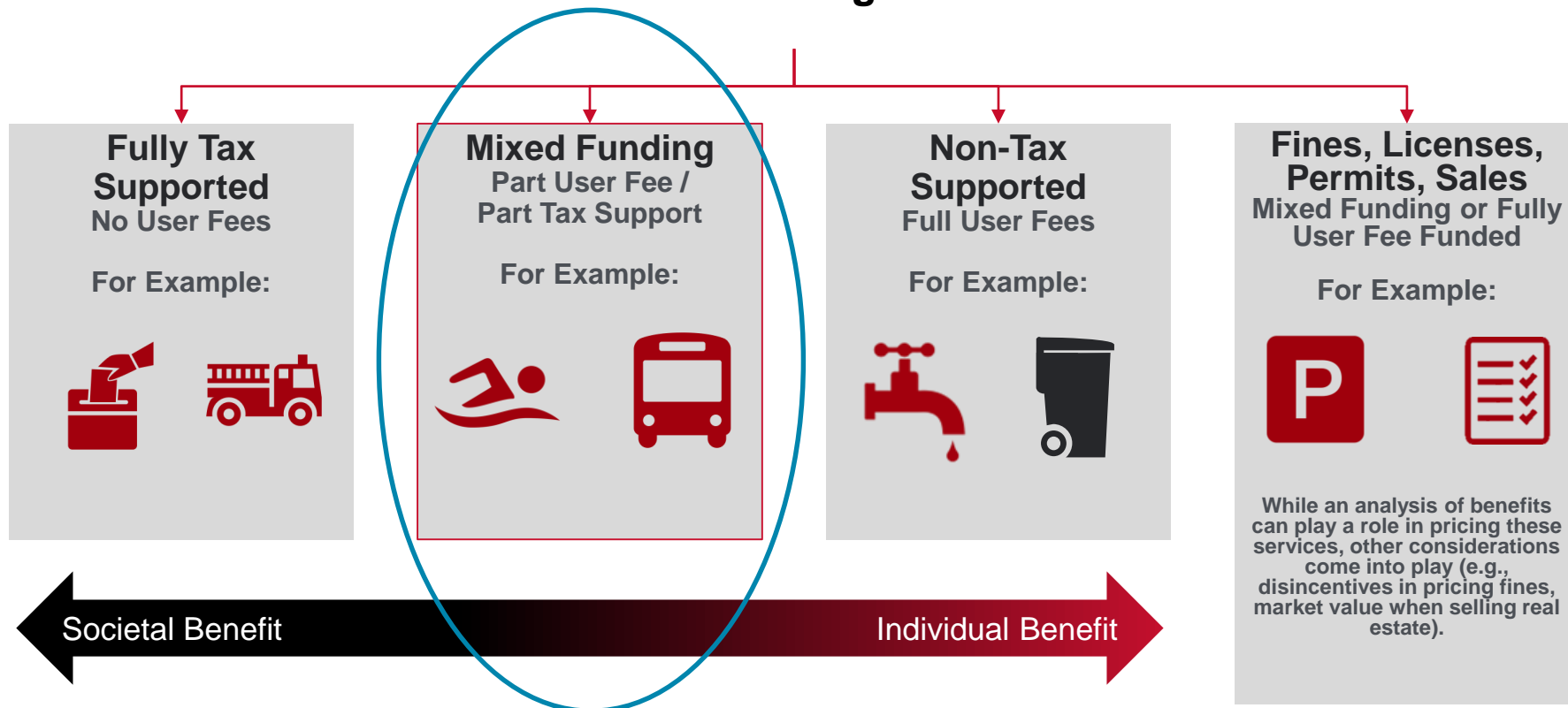
Taxes

Taxes (property and business) are paid by all property and business owners to help pay the cost of City services and infrastructure, such as roads, parks, protective services, etc., which are used by all citizens.

User fees

User fees are paid by Calgarians who use and benefit individually from certain City goods and services. Some examples are public transit fares, recreation fees, and water and waste disposal services.

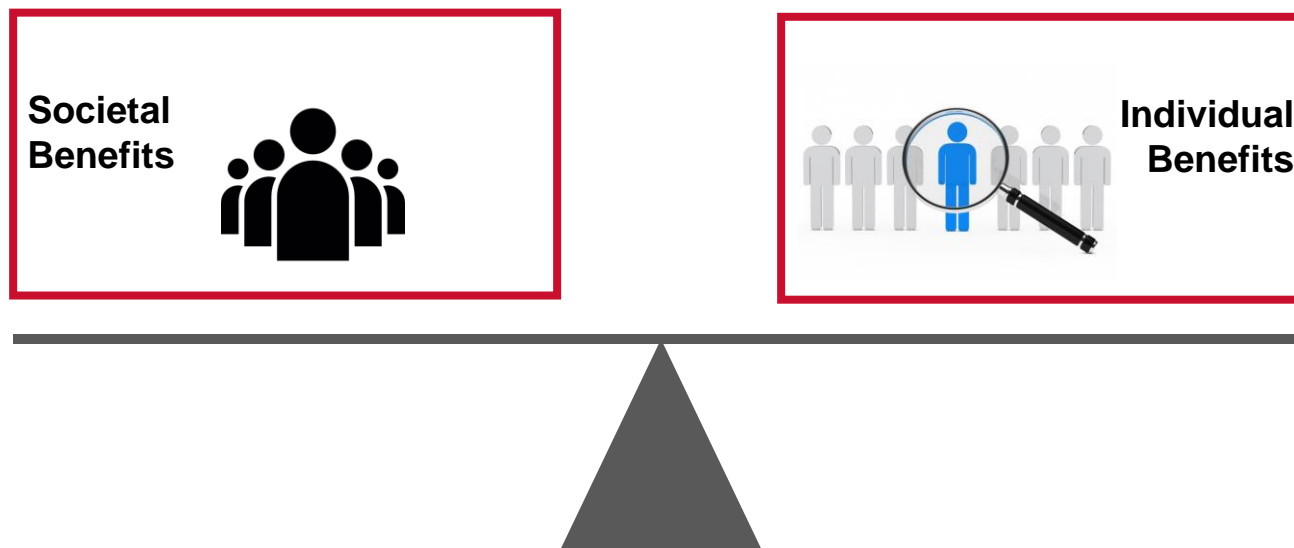
Types of City Service & Method of Funding





Council's User Fee Policy (CFO010) was approved in 2008 and later amended in 2012, to provide a framework for decisions related to User Fees.

Benefits Principle



- Those who receive the benefits from a good or service should pay for that good or service according to the level of value of the benefit received.
- The challenge then becomes, how do we assess these benefits and determine what portion should be paid and by whom.

Strategic Plan Principles & Values



1. **Vision:** Address citizen needs and long-term quality of life aspirations. (e.g. aspirations, hope, fairness, equity, social responsibility)
2. **Strategy:** Use a Council-driven and corporately integrated approach to planning for service delivery. (e.g. environment, resilience, risk, efficiency)
3. **Value:** Focus on what matters most to citizens and customers and maximise their value for city services. (e.g. quality, reliability, saves time, affordability)

- How we assess what the appropriate balance between the general tax support versus the revenue generated from the user fees paid by individuals is driven by various value dimensions.

Assessing Societal Benefits – Policy Goals

Environmental

1. Reduce community greenhouse emissions, air pollutants, and energy consumption
2. Protect water resources
3. Ensure land stewardship and protection
4. Reduce waste to landfill

Social

5. Provide accessibility / availability
6. Enable affordability
7. Promote accommodation/ acceptability
8. Improve adequacy to meet need, suitability and safety

Economic

9. Create a city where citizens want to live, work and invest
10. Create a city that promotes a healthy, vibrant economy by attracting, retaining and helping businesses grow.

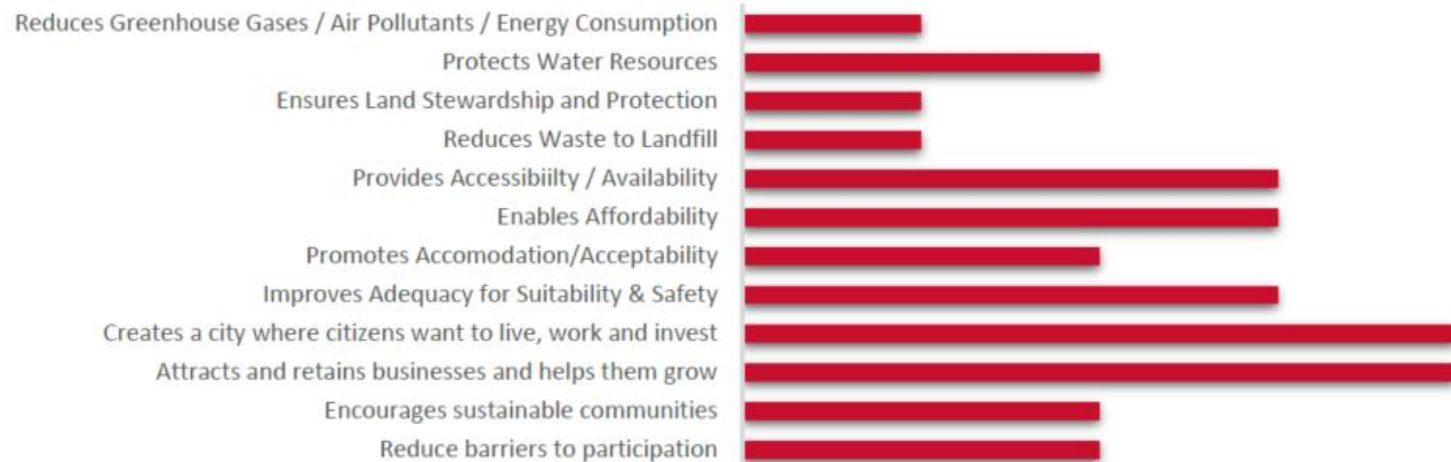
Smart Growth

11. Encourage sustainable communities
12. Reduce barriers to participation.

Societal Benefit Assessment

A. Societal Benefits

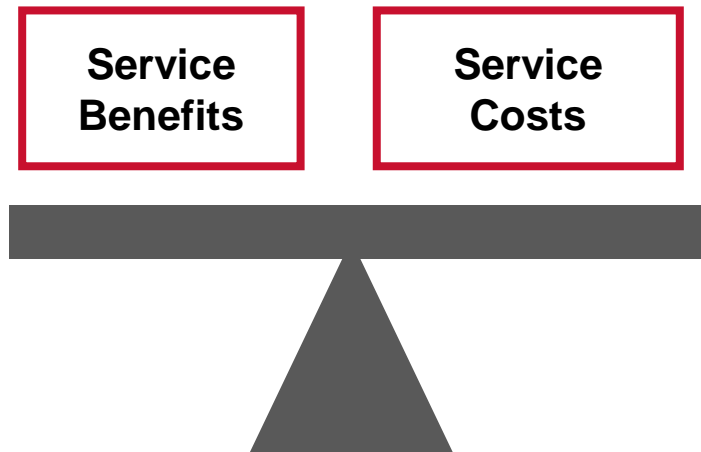
Determined by the societal benefit assessment tool.



Societal Benefits Rating: **High**

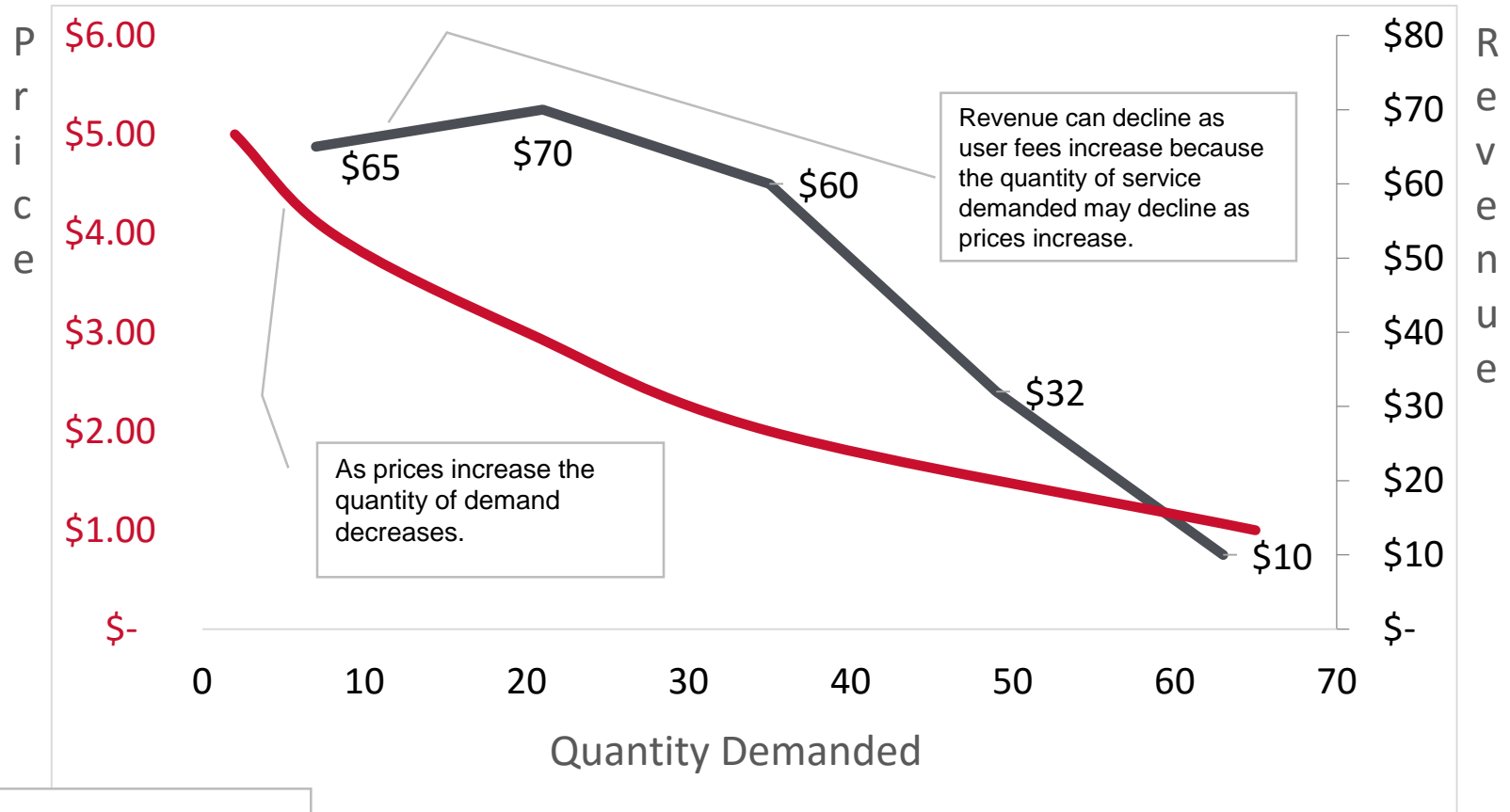
Suggested Level of Tax Support: **51% - 75 %**

Assessing Individual Benefit & Value



**Service Value is the balance
between the two**

- Goods and services with that have mixed funding need to consider the benefit that is received by the individual versus the cost.
 - **Value dimensions** are important on the benefit side (quality, saves time, reliability, affordability)
 - Market analysis and cost **comparison to alternatives** is also important in assessing demand at various price points
- Setting the appropriate user fee pricing needs to strike the balance between this relationship and the overall benefit that society receives by having the individual use the service.



Getting the right balance between cost and benefit is key as fees that are too high can lead to a drop in use of the service and overall revenue.

Full Costs

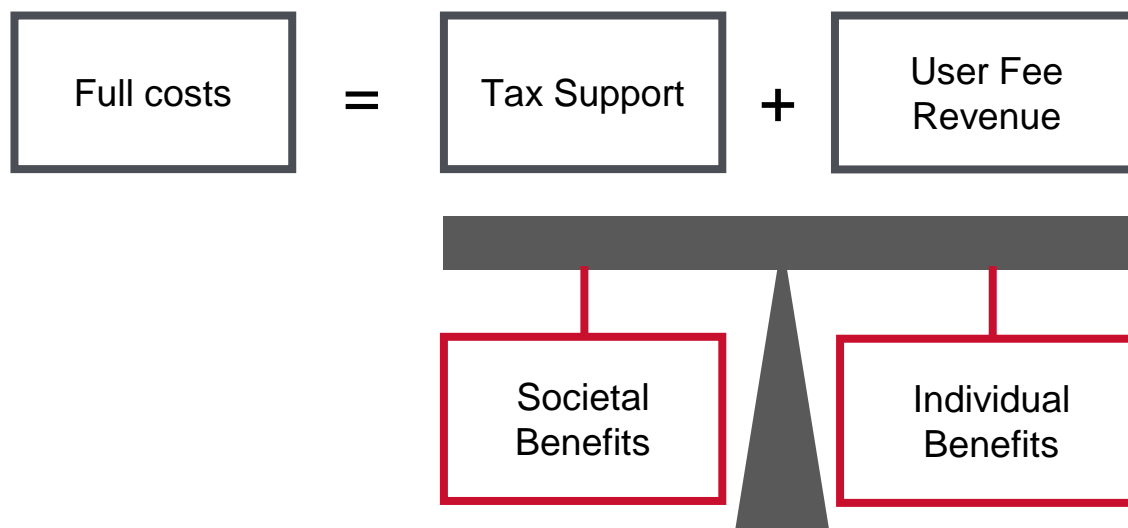
$$\text{Full Cost of Service Output(s)} = \text{Direct Service Costs} + \text{Indirect Service Costs} + \text{Department Overhead} + \text{Corporate Overhead} + \text{Annual Capital Costs}$$



Operational Costs

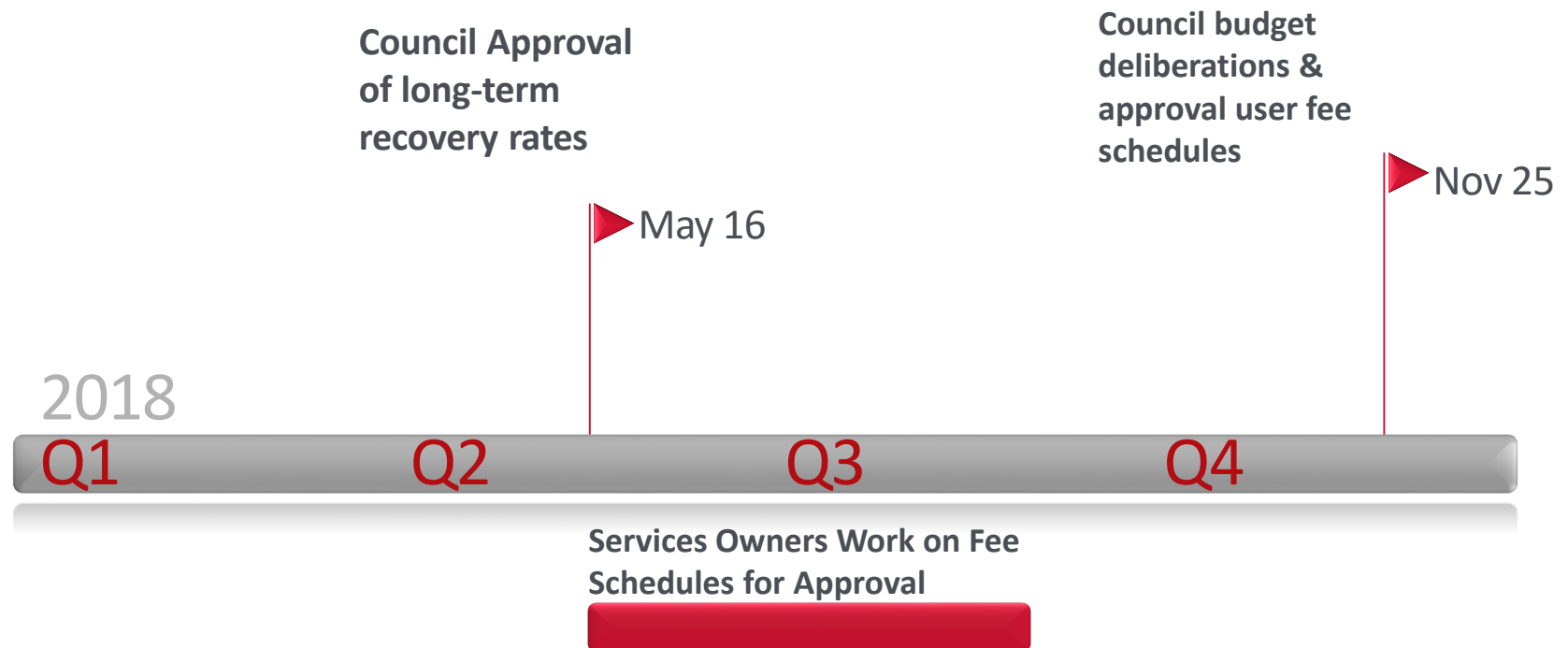
Note: In other contexts, the ratio of tax support to user fee revenue sometimes refers to the portion of operational costs rather than full costs. If you think the long-term tax support rate appears high, it may be due to having previous reference to the ratio of *operational* costs rather than *full* cost.

Striking the balance



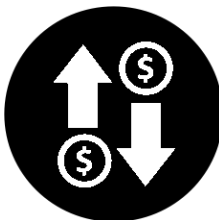
By assessing the balance between the societal and individual benefits, an appropriate ratio of how much of the good or service is funded by tax and fees can be determined. We call the proportion covered by taxes the “**tax-support rate**”

One Calgary & User Fees 2-Step Process



Today we are looking to set the long-term tax support rate that we should be striving to achieve over the next 10 years. This enables the administration to go away and prepare fee schedules that are brought back in November for approval.

Setting Targets and Pricing



- The long-term support rate is for the average customer (so depending on the customer class or group, the fee they pay covers a different proportionate amount of the full cost).
- Once a long-term tax support rate is approved. A pricing strategy can then be developed and included in the 4-year Service Plans and Budgets.
- Pricing may vary by customer group or be based on other factors (such as increased fees at peak periods).
- Subsidies for individuals covered separately (through Fair Entry)

So what does this mean for citizens?

- The approval table in the User Fee Attachment includes a column that identifies the approximate percentage increase that the long-term tax support rate, once approved, will have on fees.
- The range of fee increases generally ranges from 0-3% with the exception of Street Use permits which sits at 9%





Putting it all together

- Appendix 1 of Attachment 2 includes a summary of the analysis that has been prepared for each service line that has mixed fees.
- Worthy of note:
 - In most cases, Administration is recommending that fees cover a higher proportion of the cost of service over the long-term (i.e. higher long-term tax support rate). The effect, however, will likely be small as those services that require the most tax support in absolute terms (Recreation Opportunities and Public Transit), are keeping relatively close to their current tax support rates.
 - The greatest change in long-term tax support rates is in the Streets service where the recommendation is to substantially reduce the amount of tax support over the long-term.
 - Environmental Management has not had previous approval to have user fees cover the full cost of the “Environmental Agreement Application Service” and therefore is included (and is calling for zero tax support rate).
 - The Appeals & Tribunals service is requesting a deferral

Long-Term Tax Support Rates

Service	Current Tax Support Rate (Operating Cost)	Current Tax Support Rate (Full Cost)	Long-Term Tax Support Rate For Approval	Direction of Tax Support	EXAMPLES OF: Preliminary Fee Change Estimates	
					Fee Name	Average Annual Growth Range
Public Transit	55%	68%	69%	↑	Transit Fares	3%
					Reserved Parking	3%
Recreation Opportunities	48%	62%	60%	↓	Adult Single Admission – Leisure Centre	1 – 2.5%
					Non-Adult Ice Rental	1 – 2.5%
					Adult Weekday Green Fee – Maple Ridge	0 – 2%
					Senior 12 game pass – All Courses	0 – 2%
Streets (Street Use, Hoarding and Excavation)	4%	25%	5%	↓	Street Use Permit (Daily)	9%
					Excavation or Hoarding (Construction) Permit	2.15%
					Pavement Degradation Fee	2.15%
Pet Ownership & Licensing	21%	40%	34%	↓	Dog or Cat Licence (unaltered)	2.5%
Arts & Culture (Programs)	74%	76%	78%	↑	Arts Centre Ceramic Membership	0 – 2%
					Arts Centre Studios with operating hours	0 – 2%
Fire Inspection & Enforcement	51%	56%	55%	↓	Blasting Permit	2 – 3%
					Business License Fire Inspection	2 – 3%
					Occupant Load Measurement	2 – 3%
Parks & Open Spaces (Park Bookings)	67%	75%	75%	↕	Parks Bookings	2.5%
Data Analytics & Information Access	0%	4%	5%	↑	Data Licensing	2%
Environmental Management (Environmental Agreement Application)	0%	0%	0%	↕	Application for Environmental Agreements	0%

Administration Recommendation

That Council:

1. Approve the long-term tax support rates as outlined in blue on Table 2 on page 7 of Attachment 2.
2. Approve the deferral of long-term tax support rates for Appeals and Tribunals to the 2019 service plans and budgets adjustments process.



Overview of Capital Investment Process

*Presentation to be provided by Infrastructure Calgary
at the Strategic Meeting of Council on 2018 May 16

Previous Council Direction leading up to One Calgary

On 2005 January 31, Council approved the Multi-Year Business Planning and Budgeting Policy (CFO004). This policy was amended on 2008 January 14 and on 2012 April 9.

On 2008 April 28, Council Approved the User Fees and Subsidies Policy (CFO010) and later, on 2012 February 27, amended it (FCS2008, PFC2012-16) to provide a framework for decisions related to user fees.

On 2011 April 5, Council approved principles for setting indicative tax rates (C2011-31). These were updated on 2018 March 21 (C2018-0304).

On 2014 September 15, Council approved the City Manager's Leadership Strategic Plan: Contract with Council (C2014-0703), which identified service plans and budgets as a key component of The City of Calgary's performance management system intended to support better delivery of services to communities, customers and Calgarians.

On 2015 November 25, the Capital Infrastructure Investment Strategy was approved by Council (C2015-0855) and on 2017 March 6, Council directed that Infrastructure Calgary update this strategy as part of the capital planning for the 2018 budget process (C2017-0214).

2018 MAY 16

REGULAR STRATEGIC MEETING OF COUNCIL

*****REVISED AGENDA NOTICE*****

Please be advised:

11.1 2026 Olympic and Paralympic Winter Games Council Committee Revised
Governance, OPC2018-0643

This item will be available Friday afternoon, 2018 May 11

2018 MAY 16

REGULAR STRATEGIC MEETING OF COUNCIL

*****REVISED AGENDA NOTICE*****

Please be advised:

11.2 Amendments to the 2026 Olympics and Paralympic Winter Games Council
Committee Terms of Reference, OPC2018-0611

This item will be available Friday afternoon, 2018 May 11

2018 MAY 16

REGULAR STRATEGIC MEETING OF COUNCIL

*****REVISED AGENDA NOTICE*****

Please be advised:

11.3 2026 Olympic and Paralympic Winter Games Council Committee Work
Plan Update, OPC2018-0644

This item will be available Friday afternoon, 2018 May 11

2018 MAY 16

REGULAR STRATEGIC MEETING OF COUNCIL

*****REVISED AGENDA NOTICE*****

Please be advised:

11.4 2026 Olympic and Paralympic Winter Games Council Committee Proposed
Meeting Agendas, OPC2018-0642

This item will be available Friday afternoon, 2018 May 11